

Faculty of Mass Media Communication
University of Ss. Cyril and Methodius
in Trnava, Slovakia

MARKETING IDENTITY

2019



Alena Kusá
Anna Zaušková
Zuzana Bučková
(eds.)

Offline
is the new
online

FMK
Faculty of Mass Media Communication
University of Ss. Cyril and Methodius
in Trnava, Slovakia

OFFLINE IS THE NEW ONLINE

Faculty of Mass Media Communication
University of SS. Cyril and Methodius in Trnava

MARKETING IDENTITY
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Alena Kusá
Anna Zaušková
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Conference Proceedings
from the International Scientific Conference

5th – 6th November 2019
Congress Hall of the Slovak Academy of Sciences
Smolenice, Slovakia



Trnava
2019

MARKETING IDENTITY: Offline Is the New Online

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Editors: Prof. Ing. Alena Kusá, PhD.
Prof. Ing. Anna Zaušková, PhD.
Mgr. Zuzana Bučková, PhD.

Technical redaction: Ing. Zuzana Bezáková, PhD.
Mgr. Zuzana Bučková, PhD.

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MARKETING IDENTITY



Offline Is the New Online

*International Scientific Conference, 5th – 6th November 2019
Congress Hall of the Slovak Academy of Sciences
Smolenice, Slovakia*

The international scientific conference held annually by the Faculty of Mass Media Communication, University of Ss. Cyril and Methodius in Trnava has become a traditional event supported and attended by renowned mass media communication theorists and researchers as well as by media and marketing professionals.

The aim of the conference is to discuss the latest knowledge and trends in the field of marketing communication and to create a space for sharing and disseminating up-to-date scientific knowledge and practical experience in the fields of marketing, media studies and communication sciences while outlining the importance of innovations and supporting the critical dialogue between scholars affiliated with academic institutions and professionals with practical experience. The annual international conference Marketing Identity (formerly called New Trends in Marketing and re-named in 2013), which was held for the sixteenth time at the Smolenice Castle, Slovakia, is organised by the Faculty of Mass Media Communication UCM in Trnava. The conference took place on 5th – 6th November 2019. It was attended by nearly 200 participants coming from 5 countries who were affiliated with more than 30 different academic and research institutions and 5 professional organisations.

The main theme of the conference was concisely expressed by its subtitle: Offline Is the New Online. *Marketing Identity* has always tried to react to the latest trends in marketing communication and media production. However, besides offering their diverse thoughts, research data and practical experience on the world of digital communication and marketing, the keynote speakers and participants attending the last year's conference (and those organised before) agreed on one particular conclusion – the digital environment may be highly immersive, interactive, spectacular and ubiquitous, but this still won't change the fact that all virtual ideas, thoughts and communication practices need to be materialised to function properly. In other words, when used in particular

communication situations and appropriate contexts, 'traditional' media and 'old-school' marketing tools may offer better solutions and more interesting creative ideas than the digital technologies we have embraced so enthusiastically.

We cannot deny that the world of today is a busy place to live in. Individuals, institutions and business entities would be practically unable to exist and function without digital communication. However, as the conference's title suggests, the ways digital media and online marketers attract our attention may be exhausting, pervasive, or even intrusive. That is why it is sometimes necessary to step back and return to the world we have known for millennia – the offline world. What a paradox – today, interpersonal as well as business communication based on the traditional media and communication tools appears to be more original, refined or even progressive than messages and advertisements shared online. Most of us are both pleased and surprised to receive an ordinary postcard, a greeting card or a handwritten letter. If used properly, such ordinary things (and many other we do not mention) may seem to be more personal, remarkable, exceptional. We also cannot forget that numerous consumer generations still prefer the traditional communication tools over the digital ones; and they always will. *Marketing Identity 2019* thus poses an important and timely question: When, where, under what circumstances could the offline communication dimensions be more effective than the online environments and multimedia? As we presume, the 'traditional' marketing tools are still here, not only to support the latest trends in digital marketing but also to preserve and extend their own original meaning and effectiveness. To better understand the future of marketing, we have to look back and see all the previously unexplored opportunities. Certainly, the online world full of simulations is here to stay, but so is our 'offline' and ordinary existence.

The sessions involving conference participants and their contributions were divided into four different sections as follows:

- Section 1: Marketing Communication Today – “Is Offline the New Online?”
- Section 2: Consumer Behaviour
- Section 3: Digital Games, Tech & Online World
- Section 4: Contemporary & Effective Cultural Marketing

We were honoured to welcome many regular but also new participants and guests from abroad. Our foreign guests came from Poland, the Czech

Republic, Russia, Austria and the USA. Besides meeting many scholars working in the academic circles, whose papers are available on the following pages, we were also delighted to welcome marketing and media professionals who offered different practical perspectives of the discussed topics. The discussions were aimed at various creative and efficient solutions, successfully implemented campaigns, interesting case studies. Since our Faculty considers merging theory and practice as very important or rather necessary, we would like to thank them for accepting our invitation. Our sincere gratitude also belongs to scientific partners of the conference and all academic institutions that helped us create a programme this interesting. Their kind support and clever ideas are much appreciated.

More information on the Marketing Identity conference, programme schedules, deadlines and photo galleries related to previous years are available at:

Conference website:

<https://fmk.sk/marketing-identity-mi2019/>



Faculty website:

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(All photos from the conference are here to see)



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PREFACE

„I believe that there is space to be dedicated to offline. The space for a real dialogue.“

The quote comes from Tomáš Flisník, one of the guest and speakers at our international conference. The title of our conference Marketing Identity - Offline is the new online may suggest that we are going back in time. On the contrary, the organization team wanted to point at actual trend that dictates to return to traditional forms of communication. Online communication brings a lot of advantage and positives. On the other hand, online flow of information is way too fast and we are oversaturated and cannot process all the information at needed level. Even though the research has proven that young people neither watch traditional TV channels nor read print issues of newspapers or magazines, there still is a significant target group of people who would still watch their favorite TV program, read newspaper's paper or turn on the radio.

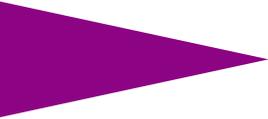
The Internet and advertising market are nowadays full of different forms of online advertising. The Internet user usually ignores or overlooks it and it often ends up in their spam folder. The advertised message loses its uniqueness and authenticity. A lot of famous companies acknowledge the fact and use it to build up their marketing strategies. They have come up with a new movement. A movement that has already been there but it is just now that it comes in full strength. It is mainly because offline brings a completely new experience to people living in the online world.

The program of the conference was rich and we discussed extremely actual environmental issues and the trends they introduce into both offline and online environment. We discussed how much space is dedicated to raise awareness about environmental protection and if these topics are introduced to TV newscast and journalism. A section of the conference dealt with cultural marketing; workshops and lectures on effective promotion of cultural institutions took place. Representatives of cultural institutions from Trnava Self-Governing Region took place in the section to get educated in new trends in marketing, marketing communication and new ways and tips how to do marketing and to communicate in the 21st century.

Traditionally, the organization team has prepared a pleasant activity of sending a postcard from the event. It was possible to send it either online or offline, written by hand. The participants of the conference sent far more traditional hand-written postcards than online ones and it persuaded us that traditional tools are still able to provide untraditional emotional experience.

Dear readers, I believe, that the articles published in the conference proceeding will provide you much interesting knowledge and inspirations and will help you to progress in your professional growth. I am already looking forward meeting you next year on Marketing Identity 2020 conference.

*Assoc. Prof. PhDr. Ľudmila Čábyová, PhD.
Dean of the Faculty of Mass Media Communication
University of Ss. Cyril and Methodius in Trnava*



Section 1:
**MARKETING
COMMUNICATION
TODAY -
"IS OFFLINE THE
NEW ONLINE?"**



OFFLINE IS THE NEW ONLINE

OFFLINE COMMUNICATION OF JÁN PALÁRIK'S THEATRE IN TRNAVA

Dušan Blahút

Abstract

The article deals with the offline communication of the Ján Palárik Theater (DJP) in Trnava, which tries to address a very broad target group, concentrated mainly in the Trnava self-governing region. The theater has undergone numerous changes since its inception (1831). Its most striking and still called the golden era was the transformation into the Theater for Children and Youth (1974). After the revolution, it did not focus longer on a production for the younger part of the audience but had to search for its identity again. This is also the aim of the new theater management, which wants to make the theater a modern institution of the 21st century, covering the cultural needs of all ages and various social functions. This is also the direction of its overall communication. The printed materials produced by the theater provide visitors with essential and necessary information, without which the sale of theatrical performances would be limited to the online, efficient audience of the theater. In the years 2018 - 2019 communication of Ján Palárik Theater changed to the viewers mainly in the case of offline communication. We can say that the communication of the theater underwent a significant visual change and it was not only expanded by a print magazine, which is a high-quality and distinctive promotional material. It is also a typical example that shows that offline is not dead. The aim of DJP is to make the magazine look solid, in line with the position of the coat of arms public cultural institution of Trnava region, while at the same time conforming to the highest standards of communication design today.

Key words:

Communication. Magazine. Offline. Poster. Print. Spectator. Theatre in Trnava.

Introduction

In this paper we will focus on offline communication of the Ján Palárik Theater in Trnava, specifically the print segment of communication. In addition to the standard tools with which all relevant comparable institutions communicate, these forms also include less-used forms of offline communication. The founder of DJP is the Trnava Self-Governing Region, whose competence is eighteen cultural organizations,¹ as the

1 *Kultúrne organizácie*. [online]. [2019-11-28]. Available at: <<https://www.trnava-vuc.sk/sk/kulturne-organizacie/>>.

only professional theater in the region currently with its artistic activity covers the cultural needs of all ages and fulfills various social functions. The theater continues to search for new impulses, cooperates with guest actors and provides space for young talented directors, artists, actors and often also graduates of the Academy of Performing Arts. In addition, it refreshes the permanent repertoire on hosting interesting and quality theaters from Slovakia and abroad.² In 2018, after the selection procedures, changes in the positions of the director and artistic director of the theater took place in the management of DJP. The basic goals were postulated for the upcoming period in the artistic field as well as in the work with the viewer. The biggest challenges include stabilizing the audience base and attracting the younger and middle generation to visit DJP again. This point assumed the use of marketing tools corresponding to the target groups, but also sufficient financial coverage for their deployment. Increased use has been made of online communication channels and social networks, which have been used only minimally or even absent in the past. Gradually, work began on PR and general awareness of theater with the ambition to capitalize on rich history and fulfill the hidden potential. This should also be supported by steps in the field of offline communication, which should move the Ján Palárik Theater to a modern cultural establishment reflecting the requirements of the recipient and the cultural community. One of the new activities in the field of offline communication is the publication of a quality magazine called DIVADLO.

This activity can be included under the broader aim of building cultural capital, which includes *„cultural values (aesthetic, symbolic, historical or spiritual) along with economic values. It can take the form of tangible (residences, buildings, real estate, collections, art objects, paintings, sculptures, etc.) or intangible (various forms of creative expression and cultural communication - literature, musical works, oral history, language, scenic and performative art) , traditions of crafts, ideas, values, practices and traditions of the community that co-create group and individual identity). This capital can be consumed directly or in combination with other outputs, creating products and services that have both economic and cultural value.“*³

2 *Profil divadla.* [online]. [2019-11-28]. Available at: <<https://www.djp.sk/profil>>.

3 KESNER, L.: *Marketing a management muzeí a památek.* Prague : Grada, 2005, p. 46.

1 Offline Communication

According to A. Tušer, print media are more attractive to the recipient in certain areas than other types of mass media, especially in that they „need an active perception, are most intelligent because they work with character-based coding, and are the most durable over time.“⁴ However, this persistence of the print media associated with them is now also attributed to other media than radio and television due to the expansion of technical means to return repeatedly to the recording of an event. In audio form these are various services such as soundcloud or archives of individual radio stations. Similarly, in audiovisual processing, there are similar possibilities to accessing content over time. But as the only print medium is still present in physical form and thus creates an artifact not only in its content but also in its form. In this way, it can also affect one's senses other than hearing and sight. Among the standard offline communication channels used by the theater, there are program posters and posters for upcoming productions so called program folders of compact dimensions, product newsletters, leaflets and, most recently, the DIVADLO print magazine, or worksheets for selected productions that are not freely distributed.

1.1 Program Posters

Program posters have a uniform design each month, differing only by the use of complementary color. Chronologically, from top to bottom, it offers information on planned performances and events. In the event that a non-theatrical event also takes place in the theater, it is marked with an asterisk with the explanation „other events“. Thus the theater wants to remind the viewer that it is not a theater, but a concert, a graduation performance, awards, etc., eventually the event is not held under the auspices of the theater. In general, posters have a simple design, with a distinctive designation of a particular month, and provide information about the opening hours of the box office or theater café. The white background of the poster disrupts the fine outline of the theater façade, which gives the poster a fine structure. Posters are placed in theater spaces, ie. in the foyer, at the entrance gate, and near the entrance to the cash register. It also uses citylight advertising space through EuroAWK, which has most of its areas in Trnava's center and housing estates. However, this mainly applies to premiered titles or upcoming events (the

4 TUŠER, A. et al.: *Praktikum mediálnej tvorby*. Bratislava : BVŠP, 2010, p. 58.

Havran & Heriban talk show, DOD, etc.). The viewer can also find posters on the basis of good relationships in the Juraj Fándly Library in Trnava, the pedestrian zone, the polyclinic, the information center in the city tower, universities and faculties, but also in private companies such as some banks in Trnava.

1.2 Program Folders

The theater is also based on the given design when creating program puzzles. The program folder has DL format, which is created by folding two stacked A4 pages. The first page is identical to the program poster, which is proportionally modified. The second page contains a short annotation - one, max. two sentences about performances that happen in a given month. The premiered production gets more space. A larger text space is dedicated to the theater for special events or guest ensembles. Program folders are printed in a print run of 250 to 500 pieces depending on the month and the viewer finds them in the box office and in the theater building.

1.3 Premiere Poster

Posters for upcoming staging or for the theater premieres are prepared about four to six times during the year, depending on the number of titles presented in the given season. From September 2019 to June 2020, the theater will present 5 performances and prepare their posters according to pre-made chandeliers. The basic color and background is a white color, in which a color photo in a slightly desaturated finish is embedded. The photograph is made on the basis of agreement between the director and the photographer. Studio photography is excluded, its object being actors, at least those who are cast in the main roles are not required to be dressed in costumes. This season, the theater cooperates with awarded Robert Tappert, who is also a photographer of individual premieres. Each poster contains the logo of the theater and the founder, ie the Trnava self-governing region and the following information: title of the staging (most prominent, centered on the whole width of the photograph, with first and last letter slightly trimmed), author's name (in smaller letters than the title above the production title) the premiere date, and the director's name (located below each other in the lower left corner, in the white area lining the photo). The design of the program posters, folders and premiere posters are created by the CUBE graphic studio, which came out of the public tender for visual communication of the theater

for the new season. The theater announced during the summer of 2019. The subject of this competition was the creation of program posters and folders, posters for premieres, design of the manual and creation of the theater website.

1.4 Magazine DIVADLO

With the introduction of the new management to DJP, the idea of creating a magazine informing about the life and processes of the theater revealed behind the scenes and introducing people who stand behind the theater in such a way as to attract the diverse existing and potential audience of the theater, all. However, as A. Tušer puts it, it is not possible: „*What matters is that every periodical is produced and produced for someone. „Everybody“ is not the target group of any periodical, although some media pretend to do their job for all. But “all” do not exist.*“⁵ The Ján Palárik Theater has formulated its idea in the following way: DIVADLO is a modern theater magazine in which we want to inform the widest public about our news, attractively but at the same time, to present the broadest possible public, presenting artists – actors, authors, directors, artists and people theater administration, provide deeper insight into performances and other events in the theater and provide insight into the kitchen and behind the scenes. The aim of DJP is to make the magazine look solid, in line with the position of the coat of arms public cultural institution of the Trnava region, while at the same time meeting the highest standards of communication design today. The visual reference for the magazine is, on the one hand, the literary magazine VLNA or the new non-selling magazine of Trnava’s cultural space Nádvorie (ie periodicals that feature contemporary design and evoke a feeling of more demanding content) on the other hand, Forbes magazine, which retains a sense of content satiety, is characterized by universal design. This was the assignment for the graphic studios at the time of the preparation of the magazine. Originally, the magazine was to be called ŠTRONZO, but after much reflection, the management of the theater decided on a more universal and unambiguous name THEATER. The plan that succeeded was to publish the magazine four times a year to follow the season. The first issue was released on March 23rd and was christened at the Gala Čierny Orol (Audience Awards). It regularly reaches 1,500 copies, with the exception of the summer number, when 1000 pieces were printed during the theater holidays. The editor-in-chief of the magazine is the

5 TUŠER, A. et al.: *Praktikum mediálnej tvorby*. Bratislava : BVŠP, 2010, p. 59.

theater director Zuzana Hekel. The editorial board also includes Juraj Bielík (artistic director), Lucia Mihálová (dramaturgist) and Lucia Turňová (marketing director). As Z. Hudíková rightly notes, „*the younger composition of the editorial office also means a difference in the behavior of this work team.*“⁶

We can add that the editorial office of DIVADLO magazine consists of people who are professionally connected with the theater and who are not journalists. Their work is intuitive and is not based on the knowledge of journalism or journalistic practice. It is an atypical editorial, for which the magazine is the first experience in publishing a periodical. After the second issue, the offer of columns has stabilized. Interviews with directors currently working for DJP, invitations to new productions, interviews with actors and actresses called Colleague, to a word prepared by actress Tatiana Kulíšková are repeated. The aim of DJP is to publish students' opinions and reviews and therefore cooperates with the university magazine Reflektor. Michal Jánoš presents his poetry in the section Pred Oponou, colleagues outside the acting ensemble are presented in the section Receptár. DJP is trying to inform its readers about several cultural events outside of its offer in the form of a calendar called DJP. In addition to the first issue, the main text is an interview with the face from the headline and there is also a more or less extensive text representing individual professions in professional theater. If we accept the statements of Kafka and Kotyza who divide visual identity according to the principles of how we work with individual elements such as brand, color, typography, graphic elements, ie with visual style into the following categories:

- **Monolithic identity** – outputs linked by all attributes of the visual style;
- **Shared identity** – a common principle, but use slightly different attributes;
- **Unique identity** – predominantly in the product area, the brand has completely different product brands under it;
- **Dynamic identity** – one brand in different forms, adhering to one principle, but changing eg. color, texture, symbol shape, etc.,⁷

6 HUDÍKOVÁ, Z.:The convergence of media and journalism. In *SGEM 2017 : 4th International Multidisciplinary Scientific Conference on Social Sciences and Arts : Science & Humanities Conference Proceedings. Volume I : Human Geography, Media and Communications, Information and Library Science, Demography and Women's Studies*. Sofia : STEF92 Technology, 2017, p. 137.

7 KAFKA, O., KOTYZA, M.: *Logo & Corporate identity*. Prague : Kafka Design, 2014, p. 15.

then we can say about the DIVADLO magazine that it has a shared visual identity linked to the identity of the Ján Palárik Theater. The peculiarity is that the visual communication of the theater arose only after the visual conception of the magazine, which is an atypical, opposite principle. In most cases we will see that the established principles of communication already work, from which the individual partial parts are implemented into the newly created entity. In the previous subchapter we mentioned that the posters were created on the basis of a public tender announced by the theater. However, there are several ways to find a supplier. These are:

- **Tender** – any subject fulfilling the conditions of the tender can apply for the entered conditions;
- **Selection procedure** – addressing selected 3-10 relevant graphic studios or graphic designers;
- **Direct addressing** – selection of a specific graphic studio or graphic designer.

The Theater Magazine was the result of a selection procedure that took place at the turn of 2018 and 2019. At that time, the theater addressed more than 20 creative studios or individuals with a request to create a magazine design according to the theater specifications. In this case, the important attributes in the selection of the right agency, which is ultimately responsible for the resulting layout of the periodical, experience, references, price and submitted proposal of the title page and one broken column according to available documents. Regionality also played a decisive role, as this attribute plays an important role in the overall new theater communication strategy. An essential element in the evaluation of the graphic concept was played by artistic quality, which would correspond to the premium, but at the same time it was at a high artistic level, but it was equally attractive to the younger and older recipient. The competition was won by Trnava Studio Cube, with its visually and stylishly clean layout approach.

1.5 Other print materials

For a complete idea, we also give you some information about other mentioned offline theater materials. *Theatrical newsletters* usually contain basic information about the creative team, the cast and the collaborators, supplemented by notices about the content and storyline of the theater performance. Theaters have different approaches to their creation, both graphic and content. In the case of DJPs, since the 2018/2019 season, their content includes whole theatrical scenarios, mostly initial

ones, which may differ from the final theater play in details even more significantly. The authors of the bulletins are mostly dramaturgists of the game, who will complete the scenario with the profiles of the creative team or the game's author's biography, or with texts that describe the theme or background of the game. The theater publishes these bulletins as of the day of the public rehearsal, in the circulation of 200 to 600 pieces and are sold for the price of 3 euros. Viewers can purchase them both before and outside the show at quotes. *Leaflets* are a general name for diverse print materials, which are mostly poster-based and miniature. They contain only basic information and the theater uses them to draw attention to some performances, but most often just to special events such as creative workshops, talkshows, concerts, ball and so on. They are mostly distributed through cash register workers or quotes. *Worksheets* are special materials for viewers of selected theatrical performances whose aim is subsequent work and interaction with the given theater performance. The theater has so far published a worksheet for the fairy tales Blue Bird and Little Prince, which entertain children, but also teach, for example, who is the author of the model, what kinds of puppets exist, or reveal the ideas of the work. The third worksheet contains texts and tasks for high school students and was created for the needs of the performance Less Class. This performance was created on the occasion of the 30th anniversary of the Velvet Revolution and seeks to elucidate the social conditions that current secondary school students could not experience and the theme of the previous regime is far from them. All worksheets are free and are interesting material for teachers.

2 Factors Influencing Offline Communication

One important factor in offline communication is the perception of trends. „*These are social, economic and technological trends that are recognizable at an early stage, especially changes in values and lifestyles that fundamentally shape the behavior of target customers.*“⁸ This statement is also applicable to the Ján Palárik Theater and their marketing activities in the field of offline communication. The behavior of visitors and changes in their preferences are also determined by developments in other areas of social life, orientation to other or better said a return to the forms of communication that were common in the past, but after the revival and adaptation of today, they become timely and viable for the marketing objectives of the theater.

8 TROMMSDORFF, V., STEINHOFF, F.: *Marketing inovaci*. Prague : C. H. Beck, 2009, p. 142.

2.1 Satisfaction and Sources of Information about Visitors

Customer satisfaction is another foundation to work with. It ensures a return, extends the reputation of the organization, positive public perception and quality references. „*Knowledge gained from customer behavior should be useful for better marketing access for these institutions to their clients. Organizations can modify their product according to customer requirements, introduce missing services.*“⁹ And thus stimulate the re-interest in visiting the theater. Goodwill and work in a cultural institution spread best and cheapest with satisfaction and personal references.

Table 1: Customer behavior in the cultural services market

Customer behavior in the cultural services market	Real reason	Real behavior and consequences
to the full	he sincerely interested	reference group
	to boast	recommend
	to speak	critic, mostly qualified, therefore feared
partially	lack of time, wants to have an overview, a quick look	snob, prestige, recommended
	because he didn't care	he may or may not reproach if he thinks it is a good tone to be there and be excited
	not interested, dislike	defame
does not use, he leaves	not interested, dissatisfied	speaks mostly unskilled, but does not jeopardize the main target group (opinion of others whose target group does not respect)
	professional critic (cultural section), lack of time and interest and themes	it is up to the PR institution to supply the source materials for the article processing

Source: JOHNOVÁ, R.: *Marketing kulturního dědictví a umění*. Prague : Grada, 2008. p. 68.

⁹ JOHNOVÁ, R.: *Marketing kulturního dědictví a umění*. Prague : Grada, 2008, p. 68.

As Kesner says, „thanks to new research techniques and using foreign examples and experience, there are now a number of ways to achieve a significant cost effect in this area, which is acceptable in the real economic environment of the cultural sector. Investing in systematic and, as far as possible, continuous market intelligence can not be seen as a kind of extra standard, but a necessary development item, because knowing clients and their attitudes and ways of using the offer are as important as a repaired roof or computer network.”¹⁰ In the case of DIVADLO, it is also necessary to examine the opinions and observations of the recipients, to optimize the content for better targeting a specific group. In this particular case, this area is currently only realized by polling the audience, talking at the box office and responding to social networks.

2.2 Price

One of the important ways of communication is the pricing policy of the theater, as the price appears on posters and other information printed materials, it is a relevant tool in marketing services. Price tactics and sales support can serve as a differentiating factor in customer decisions. According to M. Vašítková, the price tactics used include:

- **penetration price** – price for a new subscriber;
- **price of licked cream** – at important premieres;
- **gradual price reduction** – according to the life cycle of the theater performance;
- **elastic price** – last minute purchase (approx. 30 minutes before the start of the performance), price (discount) for non-standard seats or by season, by day or by day of the week (holidays);
- **segmented price** – for pensioners, students, employees, family entrance discounts for subscribers, discounts for larger groups.¹¹

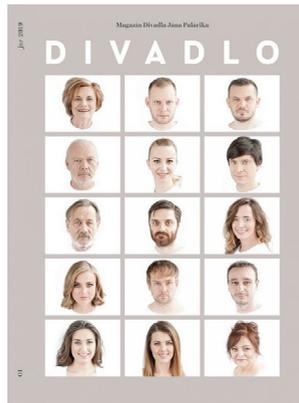
From the theater point of view, magazine DIVADLO is a promotional material that seeks to popularize the theater, in particular and in general. Therefore, the theater decided to publish the magazine as a non-sale, free distributed magazine. The only question is sustainability, as the printing and preparation of the magazine is a costly process that the theater covers from the receipts from the tickets sold. It is likely that the theater will pay for the magazine, sell advertising space or seek funding from sponsors or viewers.

10 KESNER, L.: *Marketing a management muzeí a památek*. Prague : Grada, 2005, p. 132.

11 VAŠTÍKOVÁ, M.: *Marketing služeb efektivně a moderně*. Prague : Grada, 2014, p. 108.

Conclusion

Cultural institutions must fight for their viewers in the same way as other players. Theaters nowadays often have to defend their role in the life of modern man. They have a wide diapazon of competitors and tend to shrink, or stagnate, in terms of their audience base. The Ján Palárik Theater strives for the opposite trend. The aim was to make the offer more attractive and work to educate its viewer, which is a time-consuming process. It is also necessary for it to retain its „actual“ viewer and give him new impulses for new productions, formats, as well as for PR activities and online and offline communication. The offline communication of the theater has undergone a significant change and has also helped to make the theater itself more attractive. The biggest contributor to this is the theater magazine DIVADLO, which is in fact a high-quality, content-saturated promotional material. Its task is to promote the work of the theater, its employees and especially the offer of theater performances. Its success is also evidenced by the fact that the older issue it is not available before the next issue. This magazine also presents the idea that *„magazines can be attractive because specialized publications provide a specialized reading community that is narrowly demographic.“*¹² And we add that not only demographically, but also according to the interests of the reader.



Picture 1: Title of the first issue of DIVADLO magazine

Source: *Umelecký úsek a herecký súbor*. [online]. [2019-11-28]. Available at: <<https://www.djp.sk/ludia#umelecky-usek-a-herecky-subor>>.

12 MARICH, R.: *Marketing to moviegoers*. Carbondale : Southern Illinois University Press, 2013, p. 105.

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Contact data:

Mgr. Dušan Blahút, PhD.
 University of Ss. Cyril and Methodius in Trnava
 Faculty of Mass Media Communication
 Námestie J. Herdu 2
 917 01 Trnava
 SLOVAK REPUBLIC
 dusan.blahut@ucm.sk

APPLICATION OF THEORETICAL KNOWLEDGE OF STUDENTS OF MASS MEDIA STUDIES IN PRACTICE

Ľubica Bôtošová – Ján Proner – Simona Mičová

Abstract

The article entitled Application of theoretical knowledge of students of mass media studies in practice reflects the practical experience of students of the Faculty of Mass Media Communication in Trnava, which they gained during their internship at the Karlovy Vary International Film Festival (KVIFF). Fifty-eight students took part at summer internship during which they worked on media outputs for many Slovak media. These include, The News Agency of the Slovak Republic, Radio and Television of Slovakia or televisions JOJ, TA3, Radio Expres or Radio Vlna. This article summarizes the theoretical background for a young journalist in the field of printed journalism, radio journalism and the production of audio-visual media output. The authors also focused on obtaining data through a questionnaire from graduates. They found out which soft and hard skills they had learned during their practice at KVIFF.

Key words:

Hard Skills. KVIFF. Media Competencies. Print. Radio. Soft Skills. Video.

Introduction

For the fifth year, the Karlovy Vary International Film Festival has been an opportunity for students of the Faculty of Mass Media Communication to acquire needed media skills. The theoretical knowledge is applied during the festival in practice. In a short time they have to select information at the festival and get material for the Slovak media which they have to deliver on time. 58 students attended an internship at KVIFF from 2015 to 2019. Out of this number, 25 graduates were employed in the field of online media, in the most listened to radio stations, but also in various televisions in Slovakia. Some students and graduates of this internship have started to work in the creative field and create photographic, graphic or audio-visual media content. Some graduates share and spread their experience to other students and continue at PhD. studies. The Karlovy Vary International Film Festival is the largest film festival in the Czech Republic and the most prestigious film festival in Central and Eastern Europe. As one of the oldest, it is categorized as A festival. It belongs to festivals in Cannes, Berlin, Venice, San Sebastian, Moscow, Montreal, Shanghai or Tokyo. Every year, the festival presents 200 films

from around the world and regularly shows famous and important filmmakers. The festival is intended for the lay and professional public and offers its visitors a carefully designed program, quality facilities and a wide range of services that they can use. For the fifth year already, students have been meeting at the Film Festival for a summer internship and preparing media outputs for various Slovak media. This includes the largest Slovak televisions, radio stations, online portals, as well as The News Agency of the Slovak Republic, which provides news service. In this way, students can acquire different media skills, learn to work under the pressure, improve communication, as well as organizational skills. During the festival they work in a team, but also as individuals, they learn to flexibly approach new situations and are able to deal with them due to the need to complete the final output by the deadline.

In the article we summarize the fundamental theoretical knowledge, which is the basis for the work of a journalist in three elementary areas: print, radio and audio-visual work. In the first part we will focus on the preparation of a written word for both, online and print media. It includes the principles of journalistic work of a young journalist. It also talks about the process of obtaining information and processing it, but also about creating headlines, perex, main text and working with multimedia or social networks. In the second part of the article we reflect the basic principles of the radio editor's work in the field, his or her technical as well as theoretical preparation before obtaining the sound material. We analyze the individual steps that the field editor takes and describe the most common radio journalistic genres in broadcasting: assembly better said montage, reportage and interview. Nor does the article omit part of the audio-visual work of a media worker. It briefly characterizes the construction of an audio-visual work, the individual steps of production, filming of images, as well as the post production or publication of the final version of the work. It also deals with the technical equipment of the editor in the field and the competencies of the cameraman. This article deals with the processing of data obtained from students who have been obtained through the questionnaire method. We found out which competencies they had acquired during their work at the festival, what was beneficial part for them in the context of media activities and what importance the internship had for their personal development. We also asked whether they would recommend attending an internship and for which Slovak media they worked. We were interested in which area the graduates are currently working. The aim is to find out what soft skills and hard skills they have acquired. Furthermore, we want to

summarize the data and media outcomes that were created by students of the Faculty of Mass Media Communication at the University of Ss. Cyril and Methodius in Trnava during 5 year of attendance at KVIFF. Finally, we evaluate the available data from the trainees and categorize which skills they acquired.

1 Hard Skills and Soft Skills

When it comes to working abilities, we can divide them into two groups. Hard skills and soft skills are different from each other, but at the same time, they are extremely important for you to be successful at work. As part of the article and the research we had conducted, we wanted to find out which skills students will acquire during their internship at the Karlovy Vary International Film Festival. Looking at the differences, Hard skills are abilities and skills that are specific to fulfill the job. For example, if you are a programmer, programming will be your main hard skill. If you are a cameraman, camera control and technical knowledge are your hard skills. In the case of being a journalist or an editor it is, for example, using of correct grammar and means of expression. But also the ability and skill to work with a microphone or dictaphone. Hard skills are tied to a specific type of work or job. Hard skills are acquired through study, work, training, or through previous work experience.¹ Once you have learned the skill and can handle it properly, it is considered to be your hard skill. This hard skill will become your part throughout your professional career. Soft skills, on the other hand, are interpersonal or, in the other words, human qualities that can be used in any work or activity. This includes, for example, communicativeness, working in a team, or how an individual manages to work under pressure.² What skills a person possesses cannot be read directly from the CV, as is the case of hard skill. Soft skills will show up over time. For instance, while working with an individual, how they communicate with you, how they manage stress, or how they treat their colleagues.

1 DOYLE, A.: *The Hard Skills Employers Seek*. [online]. [2019-05-24]. Available at: <<https://www.thebalancecareers.com/what-are-hard-skills-2060829>>.

2 KERR, M.: *Hard Skills vs Soft Skills: The Difference (& Why You Should Care)*. [online]. [2019-09-25]. Available at: <<https://resumegenius.com/blog/resume-help/hard-skills-vs-soft-skills>>.

As part of the students' selections for the International Film Festival, we are interested in the hard skills of applied student. If we are looking for a TV editor, the speech and correct expression in front of the camera is crucial for us. It is also important to find a cameraman or a photographer who can process and edit his content in a matter of hours, thus controlling the necessary software to process the material. The material must always be up-to-date and processed at the high-level. The selection of students is also based on their previous experience in practice, especially in student media. The soft skills define people who are active, communicative, predatory to work, who want to actively participate in the internship, and look for the media for which they will work for 10 days. In the questionnaire, which was filled out by all 54 graduates, we found out that the most common soft skills that students acquired include: work under pressure, flexibility, penetration, communication skills, ferocity, time management, or work in a team. More information about the evaluation of the questionnaire can be found in chapter Results.

2 Print and Online Publishing

Publishing for print media in comparison with online or digital media is lightly retreating. It is not that much about the reader's disinterest, but about the need to publish information as quickly as possible. And the online environment is just exactly for this. But there are several personality assumptions that can influence the work effectiveness of a journalist. Therefore, in case of publishing online we also distinguish between so called hard and soft skills, which are needed to do journalistic work properly. Based on a survey we conducted on a sample of 54 students who have completed an internship in Karlovy Vary, International Film Festival we found out that soft skills are the ones which students improved more. There is a list of the ones that writing journalists working for online media should possess:

- work under the pressure,
- recognition of team work limits,
- adaptation to the work environment and fieldwork,
- critical thinking in the production of news and current affairs genres,
- communication,
- better idea interpretation,
- better time management,
- to react promptly,
- perseverance and flexibility improvements.

Another important role in the process of creating outputs for print or online publishing plays observance of following steps:

- thorough preparation for fieldwork,
- ability to gather necessary information to produce a journalistic text,
- material processing,
- publishing process.

Preparation for fieldwork differ from journalist to journalist, but it is one of the building stones of successful outcome. Having a sufficient quantity of background information and previous journalistic education make work much easier. However, adequate journalistic education is no longer required today. It is so because purely journalistic work is disappearing. Traditional news journalists must nowadays also fulfill the role of editor, text concealer, analyst, photographer and they must know the basic rules for managing social sites. The only thing that journalists record in their favor is that as online editors they do not have strict deadlines. What is more important, they always have to work with backup plan. If you choose a topic you want to work on, but for a different reasons plan A will fail, you must have plan B. Therefore, do not underestimate the editorial preparation, study the topic sufficiently, determine what you want to achieve, and in the last solve technical surety. Field preparation is preceded by the topic selection unless your editor determines it beforehand, choose a topic which match the media you are writing for. It also helps if the journalist pre-maps the environment in which he will move. This gives him an overview of which prominent personalities will be around, what interesting screenings are being prepared, when press conferences, media parties, etc. are held. The editorial preparation also consists of a detailed study of the issue. It's good if you do a research on the topic. For interviews, consult the respondent. Addressing the respondent, for example in the case of KVIFF, is addressed through the media department. From a technical training point of view, there is nothing that a smartphone cannot solve. It is also good to work with backup technology, so always carry a recorder and camera with you.

In order to gather all necessary information to produce a journalistic text, always work with all possible resources available. In case of KVIFF³ the sources are press conference and its release, discussions with film creators, interviews with actors, directors, producers or organizers, official social networks or promotional materials. Then the penultimate

3 Remark by the authors: Karlovy Vary International Film Festival.

step follows - material processing. In this part the journalist also applies creative writing but what is more there are a few rules for publishing online that are needed to be preserved. Their preservation will guarantee that journalist publish content that won't get lost on the desktop or mobile screens. The rules are applied on the following:

- **Title** – is the crown of the entire text, deciding whether the reader reads your article or not. It became especially crucial in the internet era. Decides on the clicks they represent earnings.
- **Perex** – describes the content of the main text in more detail, in the online space evokes atmosphere, acquaints with the most expensive topics of the article and attracts the reader's attention.⁴
- **Subtitles and intertitles** – the article shortens visually and from a functional point of view it divides it into smaller parts, which can be arranged more easily if the text is not fully cohesive.
- **Multimedia** – in the online environment we distinguish between internal and external multimedia. The internal ones are editorial, which means that you are uploading a photo or a picture to the article gallery directly. May be original - if editors have their own photo / video archive or downloaded photo. External recording is based on the principle of embed codes.⁵
- **Hyperlinks** – are used to link related internal or external content directly with your text. A relevant internal link can reduce your bounce rate. Thus, by linking keywords or phrases, the reader can fluently go from one to many other articles, which may not be directly related.

3 Radio

Radio broadcasting is a special form of conveying information. Its advantage is the ability to convey information here and now. Television can broadcast information when they process the entire report and the newspaper will release the information on the next day, but on the radio, radio journalists can provide it in the next news. The material for broadcasting is mainly prepared by redactors. The redactor's competencies include selecting a topic, asking and dealing with respondents, negotiating a specific topic with the editor, and conducting the interview, processing and preparing textual materials for the news speaker. A radio redactor is a creative personality in a team of radio

4 ŠVECOVÁ, M.: *Webová žurnalistika: Žurnalistické žánre*. Trnava : FMK UCM in Trnava, 2017, p. 108.

5 Ibidem, p. 109.

journalists who prepares material for broadcasting. He or she creates radio shows or broadcast contributions, selects interesting information that is up to date, and also records in the field.⁶ The radio redactor is an important part of the radio editorial office who contributes sound material and current topics. This enriches and diversifies broadcasting. Addressing the respondents is one of the primary steps in the contribution. This may be a personal addressing that should not compromise the respondent's personal integrity. This means that the editor should capture the right moment and reach the respondent when he or she is in immediate vicinity. If he fails, he can contact the respondent by mail or phone. Choosing the topic is a part of the radio broadcasting and it also determines the genre of the contribution.⁷ The sensitivity of choosing a topic or even an idea for a good topic is all around us, arises from interviews and often results from everyday life. Interesting topics are also things that a citizen usually does not even perceive, because these can be attractive to the audience. So far undiscovered places, inspirational events or interesting people. Preparation of radio redactor is in any case necessary and should not be underestimated. This includes the preparation of technical equipment (dictaphone with wind protection or foam filter, headphones, extra batteries) of the redactor and theoretical preparation (study of the topic, facts, profiles of respondents, etc.). If the journalist prepares questions, he should also take care to formulate them so that they do not repeat the same polling pronouns in the introduction of the question and that they are open. The last step of the journalist before the interview is the language warm-up. There are several basic steps for successful processing of material for radio broadcasting:

- studying the topic of the paper and preparing questions for respondents;
- the choice of how to approach it to the listener, it depends on the audience, genre and also broadcast time;
- uploading and processing materials along with text material for the moderator;
- uploading a post in audio and text form;
- feedback analysis (from listeners, editor, chief dramaturge or colleagues).⁸

6 CHUDINOVÁ, E., LEHOCZKÁ, V.: *Fenomén rozhlasu v systéme masmédií. Základy teórie rozhlasovej žurnalistiky v systéme masmediálnej komunikácie*. Trnava : FMK UCM in Trnava, 2005, p. 10.

7 For more information, see: MISTRÍK, M.: Discipline and Punish? In *Communication Today*, 2014, Vol. 5, No, 1, p. 4-9.

8 JENČA, I.: *Rozhlasová tvorba*. Trnava : FMK UCM in Trnava, 2013, p. 33.

To illustrate, we also present some radio genres that we used in the framework of our media work at the Karlovy Vary International Film Festival. The news interview consists of the author's question and the information carrier's answer and must meet the criteria to be broadcast separately - it must begin with the redactor's question.⁹ A typical news interview is intended to answer basic news questions. We prepared news interviews during the festival, but we did not publish them as an overall media outcome, since we used only a part of the various interviews, for example, in news audio montages. The journalistic interview informs, but also uses analytical elements used in a broader context. It is characterized by the expression of opinion, polemical tensions, efforts to clarify the issues. In the case of a foreign or organization name, the redactor should also include the *read* version with exact pronunciation in the bracket text in brackets. It should also provide an annotation along with announcement or check-in and check-out. The first part in Slovak language called „zahlásenie“ takes the listener into the issue and the check-out or in Slovak „odhlásenie“ should add an extra information that has added value. Montage is a form that has only existed in radio broadcasting in recent years. It is a power supply for audio recordings with added redactor inputs that they can produce or record at the place of action or in the studio. Creation of montage into the news block, in our case Radio Slovakia, begins with the announcement with three sentences. The first sentence is short and striking. The second is open and the third has an unfinished point. The montage is completed with three short sounds of max. 15 seconds (one person with opinion, opposite opinion and expert opinion). The whole contribution should be in the news of Radio Slovakia in length from 1:20 to 1:45 minutes. The statement in a foreign language must be interpreted or translated. The quality of radio broadcasting can also be characterized by the diversity of topics and information offered to listeners. The music component is an important part of radio broadcasting, but the speaker should also be an enjoyable companion of the listener, who speaks and shares the information that has been prepared for the listeners by colleagues. They prepare the contributions in the recorded and also the text form of the processed topic in order to revive and complete the music-spoken program focus of radio programs or blocks in broadcasting.

9 FOLLRICHOVÁ, M., TUŠER, A.: *Teória a prax novinárskych žánrov I*. Bratislava UK in Bratislava, 1998, p. 22.

4 Cameraman's Competences

In the previous chapters you have learned about print genres, radio broadcasting, journalistic speeches and all the essentials associated with journalist work in the field. This brief chapter focuses on a pictorial site that is inherently a journalistic expression, whether in the form of photography or video. As part of an internship at the Karlovy Vary International Film Festival, the personality of a cameraman is extremely important and essential for a functioning team. The cameraman tries to show reality in the clearest form and to give the viewer a real picture of the reality. It is a creative person who has to have more skills and knowledge. The work of the cameraman is based on certain sequences and principles that he has to do before the actual shooting begins. This applies in particular to the selection of a suitable location for filming, but also to technical support, compilation of individual shots, or control of lighting conditions. In addition, to being a creative worker, the cameraman must also be technically proficient. The cameraman should be able to work properly with his tools, in this case the image and sound. He should be in charge of editing and working with the necessary software. The cameraman must have broad technical knowledge, know how to illuminate the scene, control film language, different types of shots, shooting angles, camera movements, understand their use and have a sense of creativity. When creativity is important to mention the aesthetic perception of the scene. The cameraman should know which lens to use, how to adjust the scene exposure to the right atmosphere. Knowledge in setting up the camera system itself is also important. This applies in particular to settings such as ISO, shutter speed, aperture, or white balance. It also needs to understand the creative process of the editing composition and think ahead of how it will affect the individual images to create coherence and connections. The big plus is when the cinematographer has an artistic feeling, can work under stress and has the camera always with him. To sum up, or to create a suitable definition, one could say that the cameraman is an artist, designer of individual shots, or series. He or she is also the closest collaborator of the director and an inseparable co-author of the final audio-visual work. It gives the work a personal look, to which it adds its unique style.¹⁰

10 SZOMOLÁNYI, A.: *Kamera! – Běžl... Aneb několik moudrostí, jak tvořit pohyblivý obraz*. Bratislava : Citadela, 2016, p. 14.

Conclusion

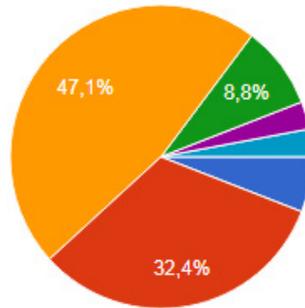
In the following part we present the results we conducted on a sample of 54 students who have completed an internship in Karlovy Vary, International Film Festival. The questionnaire named *Degree of effectiveness of student internship at KVIFF* is composed of seven questions, but according to the given topic, we focused on the answers of following two questions:

1. Which acquired skills at KVIFF did you later use in practise (please, describe in detail)?
2. How the collaboration in the team worked?

Question 1: As already mentioned earlier, to do a journalistic job properly it is needed to possess both hard and soft skills. Based on the respondent's answers we found out that the internship developed soft skills more. These are the following ones which students considered to develop the most:

- work under the pressure,
- flexibility,
- higher penetration,
- recognition of team work limits,
- critical thinking and better idea interpretation,
- communication skills,
- time management,
- ferocity,
- perseverance and flexibility improvements.

Question 2: Following results show how participants perceived the way of work. The most of the respondents - 47,1% (16 people) stated that depending on the situation they worked both ways - as individuals and also in smaller mixed teams. Mixed teams were usually composed of photographer, videographer and redactor. According to 32,4% (11 people) collaboration tended to ran just in the smaller mixed teams. 8,8% of respondents stated that all of the respondents worked in the one big team. Dark blue colour refers to respondents who stated that they mostly work as the individuals, light blue refers to "other", violet colour that they worked as one big team.



Graph 1: Graphic display of students perception of working mode during KVIFF

Source: Own processing, 2019.

Thanks to the questionnaire, we obtained information from trainees that are valuable for future generations of participants. We obtained information about the media we cooperated with and the current position on the labor market after graduating from university. 25 people from 54 students are employed in the media. It is radio for 6 times including media as Radio Expres, Rádio Vlna, Trnava Radio, Slovak National Radio, Radio Regina. 6 people are working in Online area. They are working for portals like topky, pluska, DenníkN. 4 participants are working in TV, specifically Joj, RTVS, Ta3. Creative area is done by 9 people, especially video, graphics, photo, production, blogs. For detailed information look at Table 1.

Table 1: Table of media outputs during 5 years at KVIFF

Production/ year	TV/reportages/ interviews	Radio	Print/ online	School media	Together
2015	4	0	16	8	28
2016	10	0	13	9	32
2017	10	8	11	4	33
2018	12	0	10	6	28
2019	8	6	34	7	55
Together	44	14	84	34	176

Source: Own processing, 2019.

During the five years of the internship in Karlovy Vary we published 44 TV reports, 14 radio contributions, 84 online media outputs, 34 articles for school media and together it was 176 media outputs. The attractiveness of the internship is also confirmed by the fact that nine students attended it more than once.

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Contact data:

Mgr. Ľubica Bôtošová

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

lubica.botosova@gmail.com

Mgr. Ján Proner
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
jan.proner@gmail.com

Mgr. Simona Mičová
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
micovasimona@gmail.com

CIRCULAR ECONOMY AND THE ENVIRONMENT WITHIN RTVS NEWS COVERAGE

Zora Hudíková

Abstract

Protection of the environment and measures intended to mitigate human impacts on the environment resulting from technological advancement; a consumer lifestyle and the wasting of resources of all kinds are topical issues in society, both globally and locally. This issue particularly resonates among the younger generation, whose members are more actively engaged in it. A healthy lifestyle, recyclable products and volunteering are priorities for them. The governments in countries and communities are calling on companies to make more efficient use of all resources, including wastes, which are generated during production and waste at the end of a product's life cycle. The model of a circular economy is based on these foundations. The basic principle is making the maximum possible use of every resource. Media plays an important role in communicating this issue and in forming opinions and attitudes. The author of the study decided to investigate how the public television broadcaster RTVS performs its function in connection with the issue of the environment and the circular economy. Focus was on analysis of a year's worth of broadcasting of pure news and news and current affairs programming and specific analysis of reports focused on environmental issues within this programming. The reports themselves were classified into individual categories based on defined criteria. An overview of the categories, topics they contain and information related to the analysis are provided in the paper as well.

Key words:

Circular Economy. Conservation. Environment. Public Entities. Television.

1 Introduction

Protecting the environment for future generations, careful use of resources, and exploiting waste materials in new ways are all topics that resonate in modern society much more intensively than in the past. This topic is a priority for Generation Y that they have transposed into all areas of life. Packaging-free stores, recycling of old items into new products, calls for more effective purchasing focusing only on the essentials, living a healthy lifestyle and being environmentally sensitive, often based on volunteer activities, are typical of their lifestyles and their related values. The impetus behind such behaviour are often natural disasters and other 'signals' from nature (such as the growing hole in the ozone layer, the

common occurrence of elevated levels of smog and the like) that have a negative health impact, on everyone from the elderly to newborns. The media play a major role in providing information on the seriousness of individual problems and potential solutions, as well as forming attitudes in people towards such issues. Despite intensive internet penetration (65% of all Slovak households), television remains an important source of information and messages. A higher percentage of recipients (up to 76%) watch television compared to those who actively use the Internet (62%)¹. It continues to fulfil important functions for society as a mass medium, including:

- *information* – it provides recipients with information on events and living conditions, including the current division of power and the organisation of power relations, facilitating their adaptation to change, including through media support for various innovations and progress;
- *socialisation* – through media content, recipients receive commentary and explanations for major events, an overview of current social arrangements, media are involved in supporting authorities, forming social standards, co-creating consensus in them and raising acceptance for priorities within society;
- *ensuring continuity* – by presenting a variety of media content, it forms and supports the predominant cultural templates, helps to uncover and understand various sub-cultures and new directions in the development of culture;
- *entertainment* – the reception of media content among the audience induces stress, amusement or distraction and is a relevant means for individuals to find a release and a potential means for inducing or weakening social tensions;
- *acquisition* – media content agitates society towards major objectives (such as political, economic and ecological goals) and significantly influences the dominant value orientation of society.²

All of these functions are accomplished via television news journalism. Watching the main news shows is a ritual that kicks off the evening or night for many. People watch television broadcasts on average 3 to 5

1 According to the national MML-TGI/MEDIAN SK study contained in the RTVS annual report for 2018. [online]. [2019-10-21]. Available at: <http://cdn.srv.rtvsk.sk/a542/file/item/sk/0002/vyrocná_správa_2018_final.o7q2.PDF>.

2 KÖPPLOVÁ, B., JIRÁK, J.: *Média a spoločnosť*. Prague : Portál, s. r. o. 2003, p. 44.

hours a day³, which accounts for around 50% of their available free time after finishing work. In Slovakia, the audience spends more time in front of the television screen (up to 4 hours on average per day) than average in the countries in the European Broadcasting Union (EBU; 3.5 hours in 2018)⁴. News programs regularly offer recipients content that delivers information and opinions about domestic and foreign political and social events. According to Burton and Jiráček, the “public has a general tendency to perceive the news as a rather accurate image of reality, if not its true mirror image. Only occasionally, when there is an opportunity to compare the news with their own personal experience, does the public have the opportunity to realise their artificially constructed nature.”⁵ Television therefore has a great influence on both the level of awareness and the introduction of topics in society, meaning what people consider normal and correct, and how they control their behaviour.⁶ The stereotypes of recipients who watch the news are currently changing. The audience typically already has basic information available to them when watching individual topics and therefore they are more interested in a broader, more analytical perspective, with an emphasis on an overview of opinions on such topics, analysis of the causes and the formulation of potential impacts. The use of storylines and emotions has become more popular within their production to enhance the experience and action of journalistic testimony, and a purely informational style has retreated into the background. The personification of journalistic information is preferred, through direct responses from competent and responsible parties (such when accidents occur, when the Minister of Health speaks directly about injuries and rescue operations instead of a spokesperson,

3 *Svet trávi pred televízorom vyše tri hodiny denne.* [online]. [2019-10-21]. Available at: <http://www.sme.sk/clanok_tlac.asp?cl=2010544> Svet trávi pred televízorom vyše tri hodiny denne, 14/4/2005; downloaded from the SME archive 10/7/2005>.

4 *The annual report RTVS for 2018.* [online]. [2019-10-21]. Available at: <http://cdn.srv.rtvsk/a542/file/item/sk/0002/vyroczna_sprava_2018_final.o7q2.PDF>.

5 BURTON, G., JIRÁČEK, J.: *Úvod do studia médií.* Brno : Barrister & Principal, 1997, p. 239.

6 See also: PRAVDOVÁ, H.: *Determinanty kreovania mediálnej kultúry.* Trnava : FMK UCM in Trnava, 2009.; PRAVDOVÁ, H., RADOŠINSKÁ, J., VIŠŇOVSKÝ, J.: *Koncepty a praktiky multiplatformovej žurnalistiky. Slovensko v sieťach digitálnych diaľnic.* Trnava : FMK UCM in Trnava, 2017.; GÁLIK, S.: Influence of Cyberspace on Changes in Contemporary Education. In *Communication Today*, 2017, Vol. 8, No. 1, p. 30-38.

or when the prime minister is the one to present state aid). The overall dynamic of providing information and journalistic communication as a whole has increased both at an audible level (the pace of speech) and visually (the length of individual shots and dynamics of editing).

The environment is one of the relevant topics raised by news journalism within its content. More intensive impacts as a result of worsening climactic conditions that are observable around the world are the driving force. Extensive and worsening air pollution, deforestation in the rainforests, more frequent extreme weather, characterised by intensive flooding and long-term droughts, and melting glaciers are all having a growing impact on Earth's climate. Climate change was much slower in the past. Today we find ourselves in a phase of rapid warming. These factors and their consequences pose a much more serious threat to human lives, economic growth and nature, on which our existence and prosperity are heavily dependent⁷. All these negative facts encourage world leaders and communities to take action to mitigate the threats and their consequences. For this reason, more is being said about environmental policy and global measures and support is rising for not a linear, but the circular model of the circular economy. The circular economy model is a model based on the efficient use of natural resources, the recovery of used materials, products and components, the goal of which it to ensure the competitiveness of countries while achieving economic growth and a healthier environment. It is based on the continuous return of resources to the technological and biological cycle. According to the Institute of Circular Economy, the circular economy helps to keep resources in the production process as long as possible to extract the maximum value from them during use. Primary traits include the use of renewable energy sources, eco-innovations, rental, sharing and support for local business.⁸ This strategy is now necessary. The circular economy extends beyond traditional recycling as it is based on a renewable industrial system leading to the end of waste. The authorities responsible for mastering the principles of a circular economy and their implementation

7 *Následky zmeny klímy*. [online]. [2019-10-21]. Available at: <https://ec.europa.eu/environment/basics/global-challenges/consequences/index_sk.htm>.

8 KLEMENTIS, M.: Kruhová ekonomika a komunikácia uvedomelých značiek na Slovensku a v zahraničí. In JÁNOŠOVÁ, D., BEDNÁRIK, J. (eds.): *Marketingová komunikácia v manažérskych procesoch kruhovej ekonomiky*. Trnava : FMK UCM in Trnava, 2018, p. 58-59.

into practice in Slovakia are primarily the Ministry of Environment of the Slovak Republic and the Slovak Environmental Agency. The goal is not simply to create a better product life cycle and to ensure its full usage; rather it is to minimise energy usage and to create functional and healthy relations between nature and human society⁹.

The tasks assigned to RTVS as a public institution within its obligations under the law and within its corporate social responsibility are to raise socially relevant topics, to unpack problems, to confront those responsible and to identify solutions. This paper has the goal of analysing if the news programs broadcast by the public television broadcaster present environmental issues and which topics RTVS prioritises. The analysis goes into further detail to determine if the content reflects generally discussed themes and topics that are relevant in terms of environmental protection, the circular economy and the interests of the European Union in this area.

2 RTVS as a Promoter of Environmental Ideas

The survey analysed programs falling under the News and Current Affairs Section at RTVS, and specifically the Television News and Current Affairs Department. The following news programs are included: RTVS Morning News, RTVS News at 12 and 4 pm, and the main news program at 7 pm, along with the news and current affairs program 'News and Commentary' and the current affairs programs 'Slovakia in Pictures' and 'World in Pictures'. News programs provide information on the latest and most important events from home and abroad and have a relatively rigid logical structure. The most important domestic political and economic topics are covered first, followed by the same relative topics internationally. These are followed by blocks of short, visual reports, once again divided by origin into domestic and international. The second half of the program is dominated by information from the individual regions so as to provide coverage of events across the country. These individual reports cover local problems, the problems facing local communities, cultural events and occasionally charitable events, and

9 See also: *Cirkulárna ekonomika*. [online]. [2019-10-22]. Available at: <<https://www.incienc.sk/cirkularna-ekonomika/>>; *Cirkulárna ekonomika v únii je ešte len v plienkach, tvrdí EEA*. [online]. [2019-10-22]. Available at: <<https://www.odpady-portal.sk/Dokument/104962/cirkularna-ekonomika-v-unii-je-este-len-v-plienkach-tvrdi-eea.aspx>>.

sometimes include sports. The final part of an RTVS news program is primarily information focused on the theatre arts, museums, concerts, exhibitions, openings or presentations of cultural monuments¹⁰. 'News and Commentary' constitute a second type of program. Specifically, news and current affairs programming. They are broadcast during evening hours on the "Dvojka" / "Two" channel four days a week, from Monday to Thursday beginning at 10 pm. This programming is composed of two parts, the first, news, presents the most important news from the main news programs, and the second, current affairs, which delves more deeply into an individual topic, which is analysed through interviews with one or two respondents. 'Slovakia in Pictures' and the 'World in Pictures' are current affairs programs that provide current affairs programming on interesting topics from home and abroad. They are broadcast once a week on Sunday. All content focused on environmental topics within these programs was analysed. Data was obtained using the Provis system. The following keywords were entered: circular economy, the environment, waste and ecological. This decision was made after the term 'circular economy' produced only one result, which was about the Institute of Circular Economy. The words were entered to facilitate work with various forms of the given words to provide the broadest possible sample. The time period was from 1/1/2018 to 31/12/2018, and therefore covered a single year. The system produced a total of 402 individual reports. These were divided into individual categories based on the similarity of topics, with duplicate content only counted once and all content unrelated to the research task was eliminated. A table was produced to present the result after the categorisation of all content.

Table 1: Result after the categorisation of all content

Topic	Individual pieces of content	Total time devoted to topic	Average length of report
Illegal dumps and combating them	32	58:09	01:49
Protection of trees and forests	15	46:11	03:05
Plastic waste	21	42:02	02:00
Environmental policy and the European Union / European Commission	22	40:24	01:50

10 GAŽICOVÁ, A.: *Mediálna analýza duálneho vysielacieho prostredia na Slovensku (vo vzťahu k spravodajsko-publicistickým žánrom)*. [Dissertation thesis]. Trnava : FMK UCM in Trnava, 2019, p. 116-118.

MARKETING IDENTITY

Innovations	18	34:43	01:56
Environmental problems associated with motorway construction	17	30:40	01:48
Poor air quality and non-ecological heating	13	26:42	02:03
Ecological transport and reducing emissions	15	25:20	01:42
Waste collection and separation	10	23:48	02:23
Bodies of water and recreational areas polluted by waste	13	22:18	1:43
Wildlife protection	10	17:10	01:54
Environmental protection --water	8	16:03	02:00
Promotion and education – environmental topics	11	15:54	01:27
Slowdown / permitting of mining	11	15:33	01:25
Waste collection fees	8	14:29	01:49
Contamination of watercourses	8	13:12	01:39
Volunteering – clean-up activities, waste collection and sorting	5	09:13	01:51
Failed sewage treatment	3	06:29	02:10
Food wasting	3	05:35	01:52
Reforms involving agricultural subsidies, more ecological growing practices	3	05:08	01:43
Corruption involving environmental officials	3	04:27	01:29
Other	10	21:06	02:06
TOTAL	259	08:14:36	01:54

Source: Own processing

A total of 259 reports were analysed and placed into 22 categories. The categories were created based on the topical relations between the reports. The final category, Other, includes various, topically-unique reports that could not otherwise be assigned to any of the other created categories. Overall, the RTVS television broadcaster devoted a total of 8 hours, 14 minutes and 36 seconds in its news and news and current affairs programming or current affairs programming produced by the Television News and Current Affairs Department at RTVS to environmental topics. A total of 259 reports were broadcast. The broadcasts covered a total of 22 different areas related to the environment. The average length of a single report was 1 minutes 54 seconds. The largest block of time was devoted to ***Illegal dumps and combating them***. Almost an hour of broadcast time was devoted to this category (0:58:09 h). A total of 32 reports were prepared, which was the highest among all categories. One report was nearly two minutes on average (0:01:49). Illegal dumps pose a serious threat to the environment and clean-up activities are incredible expensive. In these reports, journalists mapped out where they occur in different parts of Slovakia and dealt with their negative impacts. The most serious problem was reported as being that nothing was being done about the dumps over the long term, which represents a steep environmental burden that nature will have to face for many decades to come, be they large landfills often filled with contaminated waste, or simple rubbish left around waste containers in neighbourhoods. They often attract wildlife and their presence in residential areas puts people at risk. They also presented problems with waste from abroad, such as from Rome, where waste was not removed from the city during the summer, which led to complications for tourists and city residents. Problems causing wastes to be disbursed by the wind were also analysed, including the ash of unknown origins that covered cars in the town of Poša and which raised concerns in the residents of the town to such an extent that a crisis management team had to be convened.

The second topic receiving the greatest amount of attention in terms of time was the topic of ***Protection of trees and forests***. More than three-quarters of an hour were focused on this issue (0:46:11). One interesting fact is that there were actually fewer reports, 15 in total, which were longer in duration, on average three minutes and five seconds. The reason for this higher average length was that the issue was given relatively extensive coverage in the 'News and Commentary' program, 19 minutes in fact, which included an interview with the Minister of Environment László Sólymos. The protection of trees and forests is the

second most commonly discussed topic that resonates in society thanks to the activities of activists. News and current affairs journalists focused primarily on two key areas. The first is the protection of forests and parks without the use of chemicals or other types of intervention. Positive reports were also produced covering the protection of trees without the use of chemicals, while negative reports focused on the extinction of rare trees. Nearly half of the reports, 7 of the 15 in total, were focused on the second most serious problem: illegal logging taking place in different locations and for different reasons, and the measures taken to prevent such logging. The need to increase the protection of the forests as a major source of Slovak wealth was also emphasised. These important topics, the protection of forests and the fight against illegal logging, as well as improvements in the state's capacities to intervene in such cases, were also discussed with the Minister of the Environment.

The third most frequent topic given attention by RTVS journalists was the topic of **plastic waste**. This topic is among the most important that is currently resonating in our society and around the world in terms of environmental affairs. According to the World Wildlife Fund (WWF), one of the world's largest nature conservation organisations, with the goal of contributing to halting damage to the Earth's natural environment, 1.4 million plastic bottles end up in the seas every minute¹¹. Additionally, there are tremendous quantities of plastics in landfills and they pose a tremendous environmental burden. The problem is that global political leaders continue to reject a global agreement on plastics. RTVS journalists devoted a total of more than 40 minutes (0:42:02) in 21 reports to the issue of plastics and potential solutions. The average length of a report was 2 minutes, which is the upper bound of a standard news report. Journalists primarily focused on the law prohibiting single-use plastics¹² adopted by the European Union and which will go into effect in Slovakia beginning in 2021. An interview was also devoted to this topic in the 'News and Commentary' program. The second issue analysed in detail

11 *Každú minútu skončí v moriach 1,4 milióna plastových-fliaš, politickí lídri však dnes odmietli globálnu dohodu o plastoch.* [online]. [2019-10-23]. Available at: <<https://dennikn.sk/blog/1400457/kazdu-minutu-skonci-v-moriach-14-miliona-plastovych-flias-politicki-lidri-vsak-dnes-odmietli-globalnu-dohodu-o-plastoch/>>.

12 *Parlament schválil zákaz jednorazových plastov od roku 2021.* [online]. [2019-10-23]. Available at: <<https://www.europarl.europa.eu/news/sk/press-room/20190321IPR32111/parlament-schvalil-zakaz-jednorazovych-plastov-od-roku-2021>>.

was the issue of deposits on PET plastic bottles. Slovakia adopted this law as one of the few European countries with an effective date of 1 January 2020, while the actual deposits themselves will go into effect in 2022. Journalists sought answers to questions as to practical implementation of the law and the implications of its implementation on everyday persons, businesses and waste processors, and how the entire deposit system would work, including the process of securing automated machines to handle returnable containers and the overall logistics. Payments for plastic bags went into force from 1 January 2018 in Slovakia, and as such journalists focused on this topic at the beginning of the year, from its implementation, to compliance checks, violations and penalties.

Forty minutes (0:40:20) of the total broadcasting time was devoted to the ***Environmental Policy of the European Union and the European Commission***, that is, the laws it adopted in the context of environmental protection, assessments of compliance with these laws and the quality of the environment in European countries, as well as financial support for individual Member States to complete environmental protection systems and eliminate negative factors (such as financial aid for green transport). These reports were typically shorter (~30 to 45 seconds), but they were more numerous, with a total of 22 focused on this specific topic. One 16-minute interview was broadcast within this presentation that was focused on common agricultural policy in the European Union after 2020. The category of ***Innovations*** was the most diverse in terms of topics. A total of eighteen reports accounted for more than half an hour of broadcasting time (0:34:43), with the average time of a single report of just under two minutes (0:01:56). Given the natural connection to interesting topics, 5 of the reports were broadcast in the current affairs program 'World in Pictures'. Reports addressed products that could improve the environment or reduce the burden on the environment, such as a biogas lamp using dog excrement, plastic-consuming enzymes, a bag that decomposed in water, wine waste as fuel, a hemp vehicle, and the possibility of using energy from geothermal sources to heat, produce hot water or grow crops. Numerous reports were focused on projects supporting the application of smart technologies in Slovak cities and towns.

A scandal that appeared last year in Slovakia involved the dumping of contaminated soil from the Mlynské Nivy area in Bratislava in embankments constructed for the D4/R7 motorway and expressway project and the failure to comply with construction practices. The result

was a potential threat to the ecotope and groundwater sources. The seriousness of the problem was reflected in the length of time journalists focused on the issue of ***Environmental problems associated with motorway construction***: specifically about a half an hour (0:30:40) in 17 reports with an average length of nearly two minutes (1:48). Within this issue, topics were covered related to the failure to comply with environmental laws during construction, the absence of environmental impact assessments for construction work and the subsequent protests of activists and other involved stakeholders. Their activities delayed motorway construction near Bratislava and in Prešov and Ružomberok. ***Poor air quality and non-ecological heating*** were the subject of a total of 13 reports broadcast by RTVS totalling approximately a half an hour (0:26:42), with a single report averaging around 2 minutes (2:03). Slovakia has long faced criticism for its poor air quality. This results in a higher mortality rate from these causes when compared to other countries. Journalists made note in these reports that while people were heating with wood, the wood itself was often of low quality. Moreover, people often heat with rubbish, the by-products of which significantly pollute the air. The country has come under criticism from the European Union for this. Support, on the other hand, was given to the elimination of another undesirable factor, with the introduction of a subsidy program to finance the replacement of old boilers.

Fifteen programs totalling 25 minutes and 20 seconds were focused on ***Ecological transport and reducing emissions***. A single report was 1 minute and 42 seconds on average. This problem, and the likewise related issue of air pollution, including with the use of renewable energy sources, has become a topic at the national and international level. A number of German cities have prohibited vehicles with diesel motors from accessing city centres and raised fuel prices to support the purchasing of new and electric vehicles. In Slovakia, the number of projects supporting the purchases of electric vehicles and electric buses increased, including those using European Union funding, along with the construction of charging stations and the development of related infrastructure. The availability of collection points and separate containers play an important role in eliminating illegal dumps and removing wastes from around homes. These are important aspects for starting up and maintaining a circular economy. The issue of ***Waste collection and separation*** was the subject of nearly twenty five minutes of broadcasting time (0:23:48) over a total of ten reports. The average length of one report was 2 minutes and 10 seconds. Numerous reports

promoted waste separation through the deployment of new and colour-coded containers and the construction of sorting lines. A number of schools also engaged in collection and separation drives. An in-depth examination of the issue in a seven and a half minute interview was presented by a member of parliament, Ms Cséfalvayová, in the 'News and Commentary' program. The program also covered the Institute of Circular Economy and its importance and activities.

RTVS broadcast a total of 13 programs concerning ***Bodies of water and recreational areas polluted by waste*** with a total length of just over twenty minutes (0:22:14). One report on average was 1:48. In addition to criticisms, the reports focused on cleaning up such bodies of water in advance of the recreation season. Volunteer cleaning activities also involved various valleys (such as Jánska dolina valley, and ski trails (the ski trails on Chopok). These examples have a positive effect on activating various organised and non-organised groups of people. This content included a presentation of negative examples, including a waste-covered beach in the Dominican Republic. One surprise was the report that plastics had been found in the deep Mariana's Trench, 11 km below the surface of the water. The topic of ***Wildlife protection*** was presented by journalists in a total of 10 reports lasting seventeen minutes (0:17:10), with one report lasting a minute and fifty four seconds on average. The greatest portion of this space was given to the topic of efforts to protect and save the Western Capercaillie, which has seen representatives of the European Parliament respond to this Slovak problem. Other reports involved illegal blasting and its consequences, improving the living conditions for wildlife, and the protection of flora and protected areas by using animals to conduct work in them (using special breeds of horses for logging). A specific topic that was covered was the lack of pet cemeteries in Slovakia.

Environmental protection related to water received a total of 16 minutes (0:16:03) of coverage in broadcasts, and was presented in a total of eight reports, with an average length of two minutes each. Journalists covered topics including the fact that sewer connections would be mandatory, with additional attention focused on the law designed to protect the Žitný ostrov water management area and the adoption of necessary flood protection measures as a result of the increased frequency of torrential rains. They also determined that up to 700,000 Slovaks did not have access to a water main and they set out to find solutions to this problem. The construction of a small hydroelectric

power plant near the town of Hronský Beňadik was also covered, the construction of which had come under criticism from activists and from residents in the community. A specific group of eleven reports covering a total of sixteen minutes (0:15:54) was **Promotion and education involving environmental topics**. Journalists focused on presenting a variety of environmental media products, including film festivals, such as Ekotopfilm, Ó, hory, hory and others, trade fairs at which environmental sensitivity was a priority (automotive industry, building and construction industry - CONECO), and presenting the attitude of the organisers of the largest Slovak festival, Pohoda, towards the environment and their claim that the festival itself would be more ecological than ever, and a specific exhibition devoted to environmental protection.

Journalists used fifteen and a half minutes (0:15:33) over eleven reports (for an average of 1:24 per report) to cover a relevant issue under discussion in the European Parliament, specifically a **Slowdown / permitting of mining** for various minerals. The question of closing mines for ecological and economic reasons has resonated in Slovakia for some time, and has opened up to related topics for the country, specifically the requalification and employment of persons from these enterprises and their replacement with more ecological sources of energy. Activists have used an unconventional method to protest against coal mining, which has resulted in a conflict in Slovakia that has resonated in the European Parliament as well. Environmental protection is also involved in the mining of other raw materials, including gold and uranium, against which the residents of affected communities and activists have their own objections and continue to protest against. Gravel mining poses a threat to Žitný ostrov, a riverine island, as it may pose a threat to the groundwater in the area, which is an extraordinarily important source of drinking water. A topic that will intensively affect local government finances and have a significant impact on personal finances as a result of rising local municipal waste removal fees is the government-approved increase in **Waste collection fees**. Fees are set to gradually rise from €6 to €33 per tonne of waste by 2021. The fees themselves will depend on the level of waste sorting. Journalists devoted eight reports to this specific topic over a total of fourteen and a half minutes (0:14:29), with one report lasting 1 minute and 49 seconds on average.

The final topic given more than ten minutes of coverage in total was **Watercourse contamination**. Journalists focused on river pollution, both persistent and acute, on the Nitra, Biely Váh, Bodva, Hron, Hornád

and Jakubianka rivers and devoted more than thirteen minutes (0:13:12) to this topic, with an average report lasting for a minute and thirty nine seconds. A common result of such contamination is the death of fish, which results in serious financial losses and has significant environmental impacts. Other areas that were given less than ten minutes of broadcasting time included the following topics:

- Volunteering (total time: 0:09:13; number of reports: 5; average length of report: 1:51) – volunteer clean-up, collection and sorting of waste in neighbourhoods in Prešov, in Luník IX and in social enterprises or within community service.
- Failed sewage treatment (total time: 00:06:29; number of reports: 3; average length of report: 2:10) and related problems that local governments face.
- **Food wasting** (total time: 00:05:35; number of reports: 3; average length of report: 1:52) – every Slovak throws away 111 kg of food on average per year. One of the ideas is that we throw food away more often because of how inexpensive it is. Slovakia is seeking to limit such waste in a variety of ways.
- **Reforms involving agricultural subsidies**, their fair allocation and more ecological growing practices (total time: 00:05:08; number of reports: 3; average length of report: 1:43).
- **Corruption of environmental officials** (total time: 00:05:35; number of reports: 3; average length of report: 1:52).

The final category **Other** (total time: 00:21:06; number of reports: 10; average length of report: 2:06) included a variety of reports with unique topics that could not be classified into any of the other formulated categories. These topics included live Christmas trees being more ecological than artificial trees, ecological Christmas trees, the use of geothermal sources, young people helping out, ecologically, on bicycles, All Saints Day producing more waste, the installation of a plaque in a 5th class protective buffer zone and related problems, the disposal of Christmas trees, an epidemic of tuberculosis among Roma children, dirty conditions, the phasing out of lead fillings, and new and more environmentally friendly radiology equipment in Zlaté Moravce.

Conclusion

The objective of this research was to determine if the RTVS public television station, as a standard-bearer of information, was raising environmental issues and in what scope. Based on analysis of a year's worth of RTVS broadcasting using keywords, the following conclusions were reached after classification and analysis, and which were based on the questions raised at the beginning:

- How are environmental issues presented in the news programs broadcast by the public television broadcaster? What topics receive priority from RTVS within this area? Does RTVS reflect generally discussed environmental topics within its reporting? Which relevant topics in terms of environmental protection, the circular economy and the interests of the European Union does it present?

RTVS devoted a total of 8 hours and 14 minutes to broadcasting time to environmental issues in its broadcasts. With an average main news program length of ~50 minutes, this is nearly nine and a half hours of full broadcasting time, or nine and a half complete main news programs per year. We can state, in our opinion, that this is enough time. The same is true when considering one report typically varies in length from approximately 30 seconds to a minute and a half. In terms of the contents of such reports, a positive is that the greatest scope in terms of such broadcasting was focused on topics that are relevant to the resolution of pressing environmental issues, including illegal dumps, tree protection, clean air and the elimination of plastic wastes. The middle ranks were propagated by topics that were largely local in terms of their impact. Topics with the least relevant content, such as water protection and the clean-up of certain areas before the recreation season or scandals were ranked lowest. After evaluating the content of the reports themselves, we reached the conclusion that RTVS reflects all the relevant environmental topics to a sufficient degree and in an appropriate manner. If a certain topic demands greater space, it receives it within the 'News and Commentary' news and current affairs program. It is also necessary to emphasise that reports present problems and expose potential causes and consequences, while using the respondents to engage in a search for a solution to the situation. Reports also give space needed to present innovations that can reduce environmental burdens and to promote environmental topics through festivals and exhibits. All the important topics from the area of the circular economy, environmental protection and European environmental legislation are covered in RTVS

broadcasting. In concluding, we can state that RTVS fulfils its mission as a public institution, which is to aid in the process of identifying solutions to complex and important topics that affect society as a whole.

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Contact data:

assoc. prof. PhDr. Zora Hudíková, PhD.
 University of Ss. Cyril and Methodius in Trnava
 Faculty of Mass Media Communication
 Námestie J. Herdu 2
 917 01 Trnava
 SLOVAK REPUBLIC
 zorahudikova@gmail.com

PLACE OF DIRECTING MESSAGES AS A DETERMINANT OF MARKETING COMMUNICATION IN REGIONAL MARKETING

Tomasz M. Jobczyk – Denisa Jánošová

Abstract

The purpose of the article is to indicate the place, where the recipient of the message resides as determinants of marketing communication in regional marketing. Especially when the sender's understanding of this aspect directs the way of communication and the content of messages. The article differentiates recipients into urban and rural residents, assuming that their perception is shaped by environmental conditions. Implemented research method is literature analysis.

Key words:

Marketing Communication. Regional Marketing. Rural Resident. Urban Resident.

Introduction

Marketing communication is an essential tool for marketing. When it is professionally implemented, it will provide reaching the recipient of the offered product. Formed by the bidder, regardless of whether his area of activity is business or acted carried out by organizations in the social area. Marketing is a phenomenon that has penetrated the practice of their functioning. Marketing communication connects the bidder with the recipient in the process of establishing and, consequently maintaining long-term relationships. The goal of relationship marketing is to strive for repeatability of transactions in business practice, while its goal in the social area is to exchange formed products that meet the needs of members of specific communities residing in specific territorial areas. Marketing, for the purposes of this article, will be identified with the process of management decisions taken by managers implementing marketing strategies, considering the needs and preferences of customers. In the process leading to achieving goals of the organization in which they operate. It should be characterized by its ability to analyze phenomena in the area in which it is conducted, and flexibility of response to changes in it, optimal operational efficiency and a strategic perspective. From the organization's perspective, marketing optimizes its operation based on the idea of marketing mix. It supports keeping on the market in the process of competing with other organizations. From the customers'

perspective, marketing recognizes their needs, ambitions, shopping preferences, and favorite distribution channels. The value of marketing approach forces the pursuit of product building with the consumer, referred to social area as the term "stakeholder". In this process, we take into account the values, cultural features and dreams characteristic of stakeholders. Mobilizing them to participate in product formation. The greater the mobilization of transaction parties to cooperate, the greater the perspective of long-term joint action is created.

Marketing orientation in management an organization operating in a social area supports its management process. It is different from the organization operating on the economic market because the overriding goal is not to obtain maximum financial profit. Both orientations are connected by many common features, among them the necessity of ongoing assessment of customer segments (stakeholders) to whom the organization's offer is addressed. The assessment of the conditions affecting the segments' susceptibility to accepting offers is associated with the need to adapt the organization to meet the changing needs of buyers, more efficiently and faster than competitors. Due to the variability of customer needs and market conditions, flexible and innovative activities of marketing managers are necessary. An efficient response to market changes, making adjustments to marketing strategies, should be a response to competitors' actions. It is the basis of a marketing approach ensuring target success¹.

1 Territorial Marketing in the Development Process of Municipalities and Regions

Territorial marketing, in which marketing communication is carried out in accordance with the view of Andrzej Szromnik is the effect of expanding and deepening the area of interest in marketing as a result of a new interpretation of the process of exchanging values (benefits) between different kinds of entities and groups. This occurrence was the beginning of the process of isolating and constituting individual marketing disciplines, such as service marketing, political marketing, electoral marketing, social marketing, personal marketing, bank marketing and tourist marketing or digital marketing. Place marketing also belong to the aforementioned group of marketing interest areas. The

1 KLISIŃSKI, J., WIDERA, Z.: *Marketing terytorialny aspekty lokalne*. Katowice : Unikat 2, 2006, p. 7.

basic measure for the indicated isolation of territorial marketing was the product – subject. Basically different as in other areas of marketing. The specificity and different of this field of marketing knowledge in relations to other sectors of its approach are marked by a other source of benefits offered, which in this case is associated with the “place”, and more specifically - with the specified features of administrative units with different area coverage, main functions and place in a formal hierarchical structure. Making a clear distinction from marketing identified from the activities of economic organizations, it is necessary to state that territorial marketing is the philosophy of achieving assumed goals by spatial settlement units (regions, municipalities) in the conditions of competition for limited resources. Achieving the success of a region identified with its high position against other regions depends on available option, on the appropriate reference group but especially on the consistent subordination of all activities to its interests and expectations. From the marketing perspective of territorial areas management, the following assumptions:

- a region designated by a specific spatial and administrative shape is a place of existence for a community whose needs and desires are the main guideline for the managers its resources,
- meet the needs and desires of residents is largely dependent on its connections with the environment in the form of flows of goods and cash, technology, workforce and information,
- the needs and desires of residents show variable tendency, especially in the long run, hence the need for systematic monitoring,
- the process of satisfying the current and future needs of residents is connected with the necessity of rational management, possessed by the region resources, tangible and financial, movable and immovable, permanent and rotational, own and foreign,
- the development of the region must be consisted with the development of its inhabitants,
- the region is a self-governing unit, defined by law, in which the managers operate under the validation of its inhabitants,
- meeting the needs and desires of individuals and social groups should be combined with improving the material conditions of their lives².

2 JOBCZYK, T.: Wybrane determinanty komunikacji marketingowej w marketingu regionalnym. In *Zeszyty Naukowe Wyższej Szkoły Humanitas Zarządzanie*, 2018, Vol. 1, No. 4, p. 106-113.; See also: SZROMNIK, A.: Marketing terytorialny jako atrybut rynkowej orientacji miast oraz regionów. In GRZEGORCZYK, A., KOCHANIEC, A. (ed.): *Kreowanie wizerunku miast*. Warszawa : Wyższa Szkoła Promocji, 2011, p. 18-41.

At the base of the organization of regions based on the so-called marketing orientation, lies a properly organized, modified communication system, systematically enriched by emerging tools resulting from technological evolution. Managing regions recognize the benefits of an increasingly faster flow of created information, which gives them, above all, the opportunity for self-promotion, creating a positive image of the region, to bring the exposed space closer to recipients by pointing out its most important and most beautiful values³. This process strengthens the position of regions in competing with other territorial units. Communication in the social area, just like communication in the economic area, is today seen as crucial for the organization and reorganization of the lives of its stakeholders⁴. Regions are increasingly adapting the marketing experience in the planning and communication process as an example of successfully managed companies. They have a wide set of tools, the use of which leads to the conclusion of a single or multiple exchange transactions with their clients. The diversity and degree of use of tools is illustrated in the report resulting from the "Marketing Progress" conference carried out by Mind Progress Group, which presents the results of research on the use of tools in the marketing communication process. The subjects were conducted using the CATI telephone conversation technique. Interviews were conducted with decision-makers in the field of marketing activities of 200 enterprises of various sizes and specificities. The respondents were mainly persons from enterprises specializing in wholesale, automotive and construction industries, primarily with nationwide impact, with Polish capital and at least a 10-year history of their functioning. Respondents were asked about the purposes for which, they use a communication tools provided by the conducting research. Five options were indicated: acquiring new customers, building brand awareness and image, sales support, increasing customer loyalty and customer service. As a result of the research, information was obtained that social media, video marketing and buzz marketing were most often indicated as priority tools for acquiring new clients. Those building brand tools were mostly mobile marketing and content marketing. However, most of the tools, i.e. email marketing, remarketing, digital customer experience, design thinking, marketing automation and brand journalism are treated as sales support.

3 KOMOSIŃSKI, A.: Marketing terytorialny małych miast i wsi. In *UKW Studia z zakresu prawa, administracji i zarządzania*, 2012, Vol. 2, No. 1, p. 86-100.

4 MURDOCK, G.: *Media, kultura i ekonomia. Krytyczne pytania*. Wrocław : Dolnośląska Szkoła Wyższa, 2010, p. 29.

Customer service and increasing his loyalty are placed in fourth and fifth place among the communication goals mentioned above⁵. The results of the research give the opportunity for creators regional communication reflection on how to adapt this information in their own activities. It is worth mentioning that the research material in this area is very rich and diverse. Less studies deal strictly with marketing communications in regional marketing.

The relationships between the communication strategy and the assumptions of the development strategy at the level of targeting group identification desired from financing point of view, the development of settlement units it comes to establishing general parities between the basic groups derived from the adopted development directions, and not a detailed indication of the target group's sociodemographic profiles. When programming activities in this area, it is necessary to take into account the sources of financing and the amount of financial resources necessary for effective communication. The amount of resources at the disposal of regional communication creators determines the range and extent of assumptions of the region's communication strategy. The assumptions of implemented strategies for communicating regions will always be determined by the primary role of identifying the needs, requirements and expectations of its stakeholders, which forces to provide them the desired satisfaction to a higher degree than competitive regions⁶. This phenomenon is of particular importance when the labor market and the attractiveness of living conditions determine the place of permanent residence of people.

Region management is becoming more and more professional. The process of regional competition enforces this process. Soliciting for investors, tourists and business service institutions requires from communication organizers to carefully build strategies for selecting the right tools, and especially updating knowledge about competitors' activities. Building two-way communication in the relationship of regional authority - residents of the region, the region as

5 OBCZYK, T.: Wybrane determinanty komunikacji marketingowej w marketingu regionalnym. In *Zeszyty Naukowe Wyższej Szkoły Humanitas Zarządzanie*, 2018, Vol. 1, No. 4, p. 106-113.

6 GNAT, A.: Rola mieszkańców w komunikacji marketingowej jednostki samorządu terytorialnego na przykładzie gminy Tarnowo Podgórne. In *Handel wewnętrzny*, 2015, Vol. 4, No. 357, p. 79-86.

its surroundings. Effective use of broad, especially using the Internet, Public and Media Relations capabilities. Continuous inputting of the latest technological achievements that can be used in communication. Tracking the successes of marketing communication implemented in the economic area. Transferring business experience to the field of social communication. Reaching for knowledge resources, cooperation with the science community. Personnel changes going towards gathering communication managers open to innovation and systematically raising their qualifications. Requirements for PR specialists leading regional communication through a settlement unit, require that the region, the commune for which they work be very well known to them in terms of geography, history, settlement, population, infrastructure, economic potential, differences to other regions as well as key aspects of the region's (rural or urban) impact on its inhabitants and its surroundings. It requires knowledge of the determinants of reception of communication activities resulting from cultural differences, traditions and living conditions in a specific settlement area. Transferring business experience to the field of social communication. Reaching for knowledge resources, cooperation with the science community. Personnel changes going towards gathering communication managers open to innovation and systematically raising their qualifications. An attempt to form these conditioning was made by B. Blažek⁷, who compares the levels of knowledge and life experiences of people from rural and urban areas, confronting them with the content offered by the media⁸.

Table 1: Levels of knowledge and life experiences of people from rural and urban areas

City:	Countryside:
children have the greatest contact with domestic animals without their industrial significance,	children can witness the birth and killing of pets,
Childbirth and death are almost always far away,	children can exceptionally see death at home,
nature is perceived as a recreational background and as a source of comfort,	nature is perceived as a threat to breeding,

7 BLAŽEK, B.: *Venkov, města, média*. Prague : Sociologické nakladatelství (Slon), 1998, p. 105-108.

8 JÁNOŠOVÁ, D.: *Možnosti inovatívnych foriem marketingovej komunikácie v regionálnom marketingu*, Trnava : FMK UCM in Trnava, 2018, p. 146-147.

the origin and preparation of food are known mainly through the media,	children know the origin of most meals and the difficulties in producing and preparing them,
the closest people do not necessarily come from a basic (narrow) family and are known,	the closest people come from close family and neighbors,
children do not know the profession of their parents,	knowledge about the pros and cons of some of the professions of the local population, including parents, is already acquired in childhood,
professions are becoming more and more specialized,	the professions are not strictly defined and they can all represent each other,
day and night are relativized by artificial light,	the daily rhythm is determined by the transformation of day and night cycle,
people organize themselves in an administrative year,	people experience a cosmobiological year,
time is an open category,	time is predictable and cyclical,
the celebration of official holidays takes place in the family, in the primary family,	joint holidays are celebrated with immediate family,
the network of friends is based on a coincidence and conscious choice,	everyone is familiar with their environment,
the infiltration of colleagues and neighbors is minimal	colleagues are mainly neighbors,
the money is associated with a country that guarantees it,	payments for products are often associated with their direct producers,
more and more things are paid,	physical contact with strangers is minimized,
the highest social value is the ability to adapt to changes,	maintaining the tradition is the highest social value,
more frequent contact occurs with strangers than with relatives,	changes in the surroundings of the village are clear to everyone,
presence in the public sphere is random with obvious hidden goals,	change of residence is only under pressure from disaster or colonization,
national language and slang are related to social classes and professions,	the local community is mostly self-sufficient,
motivation to move is finding benefits,	the family is largely self-sufficient,
relationships with the environment prevail over internal relations,	building your own home is a common ritual,
there is a growing tendency to separate more and more activities from the family,	work is part of a common tradition,
professionals decide about the development,	the sacred is associated with the place of residence,

work is motivated by the goal,	the saints are very characteristic for places known to the villagers,
people cannot be forced to manifest values and communicate through symbols,	the basic familiar social structure is the social-rural countryside,
the basic social structure is narrowly defined,	tradition and history are the reference point
people compete for limited resources, promotions, power, ownership, and better education.	

Source: BLAŽEK, B.: *Venkov, města, média*. Prague : Sociologické nakladatelství (Slon), 1998, p. 105-108.; JÁNOŠOVÁ, D.: *Možnosti inovatívnych foriem marketingovej komunikácie v regionálnom marketingu*, Trnava : FMK UCM in Trnava, 2018, p. 146-147.

The cooperation implemented in the regional area should be shaped in a way that it takes into account the characteristics of the inhabitants of the area they live in. Knowledge of the specific characteristics of the message's recipients is necessary for achieving the marketing goals of the organization. Traits of recipients shaped by territorial conditions may be different when perceived from a national, regional and local perspective. Specified differences should either lead to other communication strategies or joint strategies with specific differentiation of other tools and specific content segment resources for the recipient. This process optimizes the participation of opinions in forming and conducting communication strategy. Communication in the region for social use is a complex issue. Particularly not only public participation is required, but above all open authority to the presence of citizens. Open value of activities, their transparency and management ability managed by the comments formulated by citizens and different proposals of activities. This formula is optimal for more typical settlement, due to its lower anonymity and greater simplicity of the rules of living in a sedentary, depending on the use of the population. Management theory distinguishes three communication flows in an organization: vertical (from top to bottom, or in some cases from bottom to top), horizontal (from one organizational line) and cross-sectional (without subordination to the organizational stage and relationships). When defining communication flows from the point of view of mass communication theory, it is necessary to mark out that vertical communication flow meets the pyramidal form of discourse⁹. Top-down communication has a hierarchical structure - conducted by

9 JÁNOŠOVÁ, D.: *Možnosti inovatívnych foriem marketingovej komunikácie v regionálnom marketingu*, Trnava : FMK UCM in Trnava, 2018, p. 146-147.

people at a higher organizational level against people at a lower level of the organizational hierarchy. In this case, we deal with communication typical of an authoritarian atmosphere of communication. The oral form of this type of communication is e.g. a directive, interviews, direct dialogues, telephone conversations with clearly accordance to subordination. Written communication, including electronic, a form of this type of communication is carried out by means of instructions, messages and description of procedures. Due to informational noise and information about content when crossing various levels of the institutional hierarchy of vertical communication flow requires retrospective interpretation and verification of information content¹⁰.

Inter-media communication includes two types of communication - horizontal communication and diagonal communication. It is adopted at various organizational levels in the Organization's employees' environment without a direct organizational relationship. The written form of the message helps inform employees about the organization. Support for corporate magazines, websites and intranets. The verbal form of horizontal communication is characteristic for informal meetings, but it is an effective form in activating employees at various organizational levels in the work of project teams. However, it should be added that communication, very common in organizations, may be problematic because it can create problems in making decisions. It can be realized successfully in organizations characterized by a complex and dynamic organizational structure. This suggests that the organizational structure of management cannot be overshadowed by organizational communication flows¹¹. An important element of the communication actions is innovation acting, which is the optimal tool for new media. The recipient participation of on-line and off-line communiques in the context of communication activities, dynamizes and extends them. It eliminates barriers in distributing communiques. Internet communication will be the foundation of actions in the near future because traditional forms of reaching the recipient will lose their importance. Society changes the perspective of communication activities, changes the characteristics of the recipient, his susceptibility to influence. This forces the necessity of continuous improvement of communication creators' skills and

10 KOONTZ, H., WEHRICH, H.: *Management*. Prague : Victoria Publishing, 1993, p. 13.

11 JÁNOŠOVÁ, D.: *Možnosti inovatívnych foriem marketingovej komunikácie v regionálnom marketingu*, Trnava : FMK UCM in Trnava, 2018, p. 150.

on the part of the organization, investing in new tools. Organizational differentiation of activities is divided into vertical and horizontal - the first creates the institutional hierarchy and a number of levels of management, the second defines the scope of management, i.e. the number of employees managed by one senior employee. The difficulty is precisely determining the optimal number of subsystems, their activities and goals to achieve the goal. The process, which focuses on coordinating, unifying and adapting individual subsystems, can be called organizational integration of activities. This is to ensure consistency towards the efforts of all elements of the organization in range achievement a specific goal¹². Knowledge and awareness of communication flows determines the constructions of organizational structures. The choice of tools for various forms of communication, as well as the selection of partners necessary for an effectively implementation communicative process¹³.

Conclusion

The problem with marketing communication in regions area reflected in two aspects. The first, in the economic area, where marketing managers constructing marketing strategies, should take into account factors influencing the purchasing decisions of consumers. Marketing experience clearly indicates that the message addressed to the recipient is a varied message, depending on the country and, as a consequence, the region of residence of the consumer. differently react on the content of marketing communication residents of Tyrol, differently south coast of France. Their experiences, values that guide them, strength of persuasion in preference their own products these are just a few of many determinants of decisions made. The cultural potential of messages recipients should be especially taking into account in communication in the social area. The authority-citizen relationship should be built on the basis of professional communication taking into account the features that shape level of perception of recipients living in concrete area. this area of residence should be the first element of analysis in building a marketing strategy. The marketing philosophy of action is becoming increasingly

12 RYBANSKÝ, R., JÁNOŠOVÁ, D.: *Manažment a marketing*. Trnava : FMK UCM in Trnava, 2015, p. 69.

13 JOBCZYK, T.: Wybrane determinanty komunikacji marketingowej w marketingu regionalnym. In *Zeszyty Naukowe Wyższej Szkoły Humanitas Zarządzanie*, 2018, Vol. 1, No. 4, p. 106-113.

embedded in the practice of managing regions and municipalities. Marketing communication, which is its important element, should connect residents to the goals set by managers. The development of region should go parallel to the development of its inhabitants. Proper communication should mobilize them to be proactive in their actions in the area in which they live. Without it, development will be slowed down and its directions may not be accepted by the residents. Their potential should contribute to its better position in the process of competitiveness between regions.

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Contact data:

Mgr. Tomasz M. Jobczyk
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
t.jobczyk@gmail.com

assoc. prof. PhDr. Denisa Jánošová, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
denisa.janosova@ucm.sk

CZECH GREEN CONSUMERS

Adrián Joppa – Eva Jaderná – Jana Přikrylová

Abstract

Green behaviour, green challenges in everyday life, in demand green products, the tendency of green life to be an extensively discussed topic in recent years. This paper aims to describe the green behaviour of Czech consumers. Results of the primary research are presented in this paper. Green activities in the causality of incomes, economic activity and geographical locations were considered. Presented results point out the tendency of Czech consumers to behave ecologically and possible preferred groups of green consumers.

Key words:

Consumer Behaviour. Corporate Social Responsibility. ECO-certificate. Green Behaviour. Green Consumer. Packaging.

Introduction

The principles of Corporate Social Responsibility (CSR), as it is known today, was established at the beginning of the 21st century. However, the basic ideas of sustainability and corporate social responsibility began to appear in the 1800s¹. During that time people did not think about the boundaries between the „most productive“, or „the most loyal“ employee, but the contemporary employers tried to find satisfied workers grateful to be fulfilling their sustenance². As a 2004 study states, these ideas grew into a so called social status³. The logical consequence was the transformation of the ideas according to CSR into an advantage on the

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- 1 CARROLL, A. B.: *A History of Corporate Social Responsibility: Concepts and Practices*. [online]. [2019-08-27]. Available at: <https://www.researchgate.net/publication/282746355_A_History_of_Corporate_Social_Responsibility_Concepts_and_Practices>.
 - 2 CARROLL, A. B.: *A History of Corporate Social Responsibility: Concepts and Practices*. [online]. [2019-08-27]. Available at: <https://www.researchgate.net/publication/282746355_A_History_of_Corporate_Social_Responsibility_Concepts_and_Practices>.
 - 3 GILG, A., BARR, S., FORD, N.: *Green consumption or sustainable lifestyles? Identifying the sustainable consumer*. [online]. [2019-08-27]. Available at: <<https://www.sciencedirect.com/science/article/pii/S0016328704001569>>.

market⁴. The result was an ambition of the detailed identification of a „green“ customer, product and an entire CSR environment. Nowadays, it is not enough to present a product as environmentally friendly. Like developing CSR ideas, the consumer has also been developed to be critical not only toward the product, but also towards the processes in the B2B market, distribution, location, labour conditions, negative impact of the green products commercialization and other impacts on the final product. This fact began to initiate experts to diversify consumption into „green consumption“ and „a sustainable lifestyle“⁵. Over time, the experts have focused closely on a segmentation of this sector, e.g. based on demographic characteristics of the customers, product segmentation⁶ and the ability of persuading by the ethical impact on buying the sustainable and green products⁷. From approximately 2010, there has been a rapid growth in the interest of CSR principles, both in the amateur and professional community. With the business environment gaining from the advantage of sustainable products in the marketing department. Consequently, because of the term complexity, there was a need for the term diversification of green customers. Do Paco, Raposo and Filho in the 2009 based on psychographic, behavioral and demographic aspects identified various groups of the green customers according to their involvement and focus on sustainable products. According to this research customers were labeled beginning from „passive“ consumers, through theoretical and practical ecological activists and ending with so called „lifesavers“, who are active in all departments of corporate social responsibility, such as manufacturing, distribution and the sale of products. Despite these standard categories, there was an interesting special category of green customers with a strong scepticism towards environmental „doublespeak“ used for marketing purposes

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- 4 YOUNG, W., HWANG, K., MCDONALD, S., OATES, C. J.: *Sustainable consumption: green consumer behaviour when purchasing products*. [online]. [2019-08-27]. Available at: <<https://onlinelibrary.wiley.com/doi/abs/10.1002/sd.394>>.
 - 5 GILG, A., BARR, S., FORD, N.: *Green consumption or sustainable lifestyles? Identifying the sustainable consumer*. [online]. [2019-08-27]. Available at: <<https://www.sciencedirect.com/science/article/pii/S0016328704001569>>.
 - 6 DO PACO, A., RAPOSO, M., FILHO, W. L.: *Identifying the green consumer: A segmentation study*. [online]. [2019-08-27]. Available at: <<https://link.springer.com/article/10.1057/jt.2008.28>>.
 - 7 JANSSEN, J., MARELL, A., NORDLUND, A.: *Green consumer behavior: determinants of curtailment and eco-innovation adoption*. [online]. [2019-08-27]. Available at: <<https://www.emerald.com/insight/content/doi/10.1108/07363761011052396/full/html>>.

1 Methodology

As a part of the SGS grant at SKODA-AUTO University, researchers worked on the research completed in the previous academic year. The research included a questionnaire dealing with broad issues represented by environmental, economic and ecological problems. The survey asked 1000 respondents from the Czech Republic across genders, patterns of consumption, income, geographical location and many other variables. As a matter of relevance for our part of the research, we have chosen 3 categories; patterns of consumption, geographical location and income. The observed variables were compared to another 3 categories; motivation to visit a farmer's market, knowledge of eco-certificates, buying certificated products and the attitude of respondents to packaged products. The data was processed into a contingency table and transferred into percentages to enable comparison. The results of the research can be found in the following chapters.

2 Green Behaviour and Income

The primary group was divided according to income. Table 1 presents the attitude to packaging across various income groups. Despite the fact, that packaging-free products are generally more expensive, the percentage of respondents buying packaging-free products are surprisingly similar across all five income groups. In addition, the purchasing of the packaging-free products itself has an average of approximately 4% not spread, and common between the customers, yet. Trying to use less packaging or develop "better", which means eco-friendly, packaging is more popular. This trend reaches 40-50% on average in the research across the income groups no-matter how much the salary is.

Table 1: Attitude to the packaging by incomes (Czk per month)

	10 000-19 999	20 000-29 999	30 000-39 999	40 000 plus	up to 10 000
Packaging - without	4%	4%	3%	5%	5%
Packaging - less	54%	47%	43%	57%	44%
Packaging - better	41%	46%	42%	45%	47%

Source: Own processing

The second table presents the results of the motivation of going to a farmer’s market. The motivation was researched across 3 areas; motivation to buy products at the market because of their quality, ecology and because of other reasons. In all income groups the quality, motivation, achieved more than twice the percentage of the other two categories with an absolute percentage of more than 50% on average.

Table 2: Attitude to visit farmer market by incomes (Czk per month)

	10 000-19 999	20 000-29 999	30 000-39 999	40 000 plus	up to 10 000
Farmers’ market - motivation quality	49%	55%	56%	62%	41%
Farmers’ market - motivation ecology	23%	20%	22%	26%	19%
Farmers’ market - motivation other	13%	16%	25%	29%	13%

Source: Own processing

As in the previous table, customers in general, despite being interested in ecology do not search for eco- friendly products due to the eco-friendly label, but because of a personal win they gain through buying an eco-friendly product, by buying products at farmers’ markets. This fact also supports the following table, table 3, which compares the theoretical knowledge of various eco-certificates with buying the products with the eco-certificates in practice. The most well-known eco-certificate is the ECO-label. The ECO-label is known by more than 45% of the respondents, again with no exceptional difference across incomes. However, the willingness to buy products with the ECO-certificate is not even half as much as the knowledge of it. Very similar results are displayed by other eco-certificated goods. The labels “Fairtrade” and “Energy Star” are the second most well-known eco-certificates. Despite a better knowledge according to higher profits from these two certificates The willingness to buy the products with these labels almost the same. Approximately 15-20%. Additionally, by looking at the ECO-certificate in the highest earning group, the difference between buying and the knowledge of

such products is almost 2 times larger than the same difference in other income groups. As a result, there is a decline in the willingness buy eco-certificated products with increasing earnings.

Table 3: Knowledge and buying certificates and their products by incomes (Czk per month)

	10 000-19 999	20 000-29 999	30 000-39 999	40 000 plus	up to 10 000
Knowledge - certificate Energy Star	31%	47%	63%	79%	24%
Knowledge - certificate FSC	13%	16%	15%	24%	15%
Knowledge - certificate ECO	40%	49%	47%	52%	41%
Knowledge - certificate Ecolabel	9%	11%	7%	5%	8%
Knowledge - certificate Rainforest	15%	18%	32%	26%	20%
Knowledge - certificate Fairtrade	32%	43%	57%	64%	38%
Buying - certificate ECO	18%	20%	22%	12%	20%
Buying - certificate Fairtrade	15%	17%	24%	24%	19%
Buying - certificate Energy Star	11%	18%	22%	24%	8%
Buying - certificate FSC	4%	6%	7%	7%	6%
Buying - certificate Ecolabel	5%	5%	5%	2%	3%
Buying - certificate Rainforest	6%	7%	15%	7%	9%

Source: Own processing

The result of researching the ecological activities across various income groups shows the unimportance of the salary and ecological motivation relating to buying products in practice. The customers search for quality products without the need for official eco-certification. Despite not being able to stop buying products with packaging in general, they are active in supporting the developing of more ecological packaging with reduced volume.

3 Green Behaviour Influenced by Economic Activity

Dividing the respondents into patterns of consumption explains the results more deeply. The members of the group “pensioners” seem to be interested in the ecology 50% less than other researched groups. The results in the following table in general copy the results from the previous chapter. Respondents are interested in developing eco-friendly packaging and they are willing to use them less, but they do not agree with an absolute ban of packaging. The percentage is also quite similar and is 45 – 50 % on average.

Table 4: Attitude to the packaging by economic activity

	maternity	unemployed	pensioner	owner	student	employee
Packaging - without	7%	6%	3%	7%	6%	3%
Packaging - less	59%	53%	35%	48%	50%	46%
Packaging - better	47%	58%	36%	39%	44%	42%

Source: Own processing

Perhaps table 5 is more insightful as this is the table examining the motivation of visiting farmers’ markets by the same categories. 3 out of 5 income groups present their motivation in the ‘category “other motivation”. This should be a starting point to undertake additional research exploring the “other” category to better understand the motivation for visiting farmers’ markets. In the traditional comparison between the quality and the attributes of the farmers’ market being ecological the results are again very similar to the previous chapter. The percentage of the motivation, that a farmers’ product is of better

quality is twice as high as the fact, that the farmers' market and their products are ecological. Especially seen on "the least eco-friendly" group of pensioners, where the difference is trebled.

Table 5: Attitude to visit farmers' market by economic activity

	maternity	unemployed	pensioner	owner	student	employee
Farmers' market - motivation quality	52%	58%	36%	51%	38%	50%
Farmers' market - motivation ecology	32%	25%	16%	17%	27%	19%
Farmers' market - motivation other	100%	100%	74%	94%	100%	97%

Source: Own processing

According to the fact, that the results from researching the knowledge and willingness to buy eco-labelled products are again very similar to previous results, in the following tables eco labels will be restricted to to ECO, Fairtrade and Energy Star - certificates. As demonstrated previously, the most well-known and purchased certificate is the ECO certificate. The results of Fairtrade, Energy Star and other surveyed certificates are similar to the results of the examination of income groups. The only exception are pensioners with a noticeable lack of knowledge and therefore the purchasing of eco-certificated products on average 6%. The unemployed group has the biggest gap between knowledge and purchase which maintains the fact of more expensive eco-friendly products in general. On the other hand, the more interesting group are women on maternity leave. This group scored highly in the knowledge as well as in the purchasing of ECO-labelled products considerably more than the other groups. The crucial argument seems to be the fact of being afraid of experimenting with the non-ecological products on their own children.

Table 6: Knowledge and buying certificates and their products by economic activity

	maternity	unemployed	pensioner	owner	student	employee
Knowledge - certificate ECO	57%	36%	25%	53%	44%	43%
Knowledge - certificate Fairtrade	45%	33%	19%	52%	52%	38%
Knowledge - certificate Rainforest	24%	14%	6%	19%	36%	18%
Knowledge - certificate Energy Star	29%	33%	11%	56%	38%	41%
Knowledge - certificate FSC	21%	11%	1%	17%	19%	14%
Knowledge - certificate Ecolabel	17%	14%	4%	10%	13%	8%
Buying - certificate ECO	36%	11%	14%	26%	13%	16%
Buying - certificate Fairtrade	21%	17%	8%	19%	28%	16%
Buying - certificate Rainforest	15%	8%	2%	5%	16%	6%
Buying - certificate Energy Star	8%	11%	6%	14%	11%	15%
Buying - certificate FSC	12%	0%	0%	6%	5%	5%
Buying - certificate Ecolabel	7%	6%	3%	4%	5%	4%

Source: Own processing

The conclusion of the 3rd chapter generally follows the results of the 2nd chapter. The support of developing and reducing packaged materials, the motivation to visit farmers' markets and the difference between the knowledge of and buying eco-labelled products is very similar to the

various income groups. The only exceptions are pensioners, who are generally significantly less interested in ecology according to our research in all observed categories. However, there is a group of respondents on maternity leave searching above-average especially for ECO-certificated products.

4 Green Activities of Consumers in Different Regions

Of the 14 regions in the Czech Republic, we decided to focus on the 5 regions from the list based on overall eco-activity to make the tables more understandable. As in the previous categories the focus was on the same variables. The results of the packaging reflect the previous results. Despite varying regions respondents are again supportive of developing eco-friendly packaging with less usage, but not losing the packaging overall. In addition, there is also the repetitive trend of visiting farmers' markets because of quality of the products more than twice as much as because of the ecology.

Table 7: Attitude to the packaging and visiting farmers' market by regions

	Jihomoravsky	Plzensky	Praha	Stredocesky	Vysocina
Packaging - without	45%	55%	50%	45%	48%
Packaging - less	58%	51%	39%	57%	50%
Packaging - better	7%	9%	8%	3%	2%
Farmers' market - motivation quality	53%	47%	64%	55%	48%
Farmers' market - motivation ecology	15%	23%	24%	26%	14%
Farmers' market - motivation other	13%	13%	21%	16%	14%

Source: Own processing

The results as in the previous chapters are also based on the certificates presented in the last table. The knowledge of the certificate does not reflect buying certified products on the same scale. ECO, Energy Star and Fairtrade are again considerably more popular than other certificates also across the regions.

Table 8: Knowledge and buying certificates and their products by regions

	Jihomoravsky	Plzensky	Praha	Stredocesky	Vysocina
Knowledge - certificate ECO	50%	49%	57%	58%	52%
Knowledge - certificate Fairtrade	57%	32%	58%	42%	36%
Knowledge - certificate Rainforest	24%	26%	23%	20%	28%
Knowledge - certificate Energy Star	45%	21%	58%	49%	28%
Knowledge - certificate FSC	20%	15%	23%	13%	12%
Knowledge - certificate Ecolabel	12%	13%	13%	7%	10%
Buying - certificate ECO	19%	19%	24%	31%	24%
Buying - certificate Fairtrade	25%	15%	22%	23%	14%
Buying - certificate Rainforest	11%	6%	10%	13%	6%
Buying - certificate Energy Star	10%	9%	18%	15%	10%
Buying - certificate FSC	11%	6%	10%	3%	6%
Buying - certificate Ecolabel	8%	2%	8%	6%	2%

Source: Own processing

Conclusion

Findings according to the research are, preferences do not exist across the regions, income group and patterns of consumption in the Czech Republic, which could be declared as a leading group by the knowledge, consumption, or researched ecological activities. Extraordinary results were shown across two groups; pensioners and people on maternity leave. Pensioners seem to be the most uninterested group of eco-activism according to the research. Conversely, people on maternity leave are especially interested in ECO-certificates. In general, consumers prefer

their own profit and advantage (e.g. quality of farmers' market products) before being ecological. However, more than 50 % respondents are supporting developing eco-friendly packaging and limiting the overall use of packaging despite the unwillingness of losing the convenience and practicality by using non-packaging products. Researchers recommend a deeper research of the motivation by visiting farmers' markets to better understand the needs of the customers according to their patterns of consumption. Another recommendation would be the promotion of products not only by being ecological, but more by listing to their advantages because of being ecological, e.g. less packaging = less payment for refuse collection, buying food on farmers' market = being healthier, etc. A suggestion for the companies is not to waste too much money on the eco-certificates. Despite quite high knowledge of the certificates they do not buy certificated products. If there is a necessity for certification, then choose one of the following – ECO, Fairtrade, or Energy Star, which are best known based on this research. Finally, there is a need to improve the overall knowledge in 9 of the 14 regions and their respondents, due to the low level of ecological knowledge not added to researched table.

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Contact data:

Bc. Adrián Joppa
ŠKODA AUTO University
Na Karmeli 1457
293 01 Mladá Boleslav
CZECH REPUBLIC
edu.adrian.joppa@savs.cz

Ing. Eva Jaderná, Ph.D.
ŠKODA AUTO University
Na Karmeli 1457
293 01 Mladá Boleslav
CZECH REPUBLIC
eva.jaderna@savs.cz

assoc. prof. Ing. Jana Přikrylová, Ph.D.
ŠKODA AUTO University
Na Karmeli 1457
293 01 Mladá Boleslav
CZECH REPUBLIC
jana.prikrylova@savs.cz

SUPPORTING THE IMPLEMENTATION OF VALUE MARKETING IN AN E-COMMERCE BUSINESS THROUGH OFFLINE AND ONLINE MARKETING COMMUNICATION

Martin Kincl – Mária Rostášová

Abstract

The article deals with the application of offline and online marketing communications in the e-commerce environment. Through the application of value marketing and within it, the quantification of the value obtained by the customer, the paper presents the results of research activities aimed at solving the problem. In the design part, which immediately follows the results of the research, it is clear that the optimal solution is symbiosis and blending of offline and online marketing communication tools.

Key words:

Marketing Communication. Offline and Online Marketing Communication Tools. Value Perceived by Customers.

Introduction

The main marketing tasks of companies include meeting the needs and wishes of customers. Their goal is to provide customer value and profit. A strong competitive environment makes it harder and more difficult for customers to choose the value that a product or service offers. Customers are mostly faced with a wide range of products and services that can meet a need. What makes them choose between these products? What role does offline and online marketing communication play in this process? Can offline and online tools complement each other?^{1 2} According to Kotler customer perceived value (CPV) can be characterized, as the difference between the evaluation of all benefits and all costs associated with the offer and perceived alternatives by potential customers. Total customer value is the perceived monetary value of a set of economic, psychological and functional benefits that a customer expects from an existing offering on the market. The aggregate cost to the customer is the

1 URBAN, G.: The Emerging Era of Customer Advocacy. In *MIT Sloan Management Review*, 2004, Vol. 45, No. 2, p. 77.

2 PRACHÁR, J.: *Čo je marketing*. Bratislava : SPN, 1992, p. 90.

sum of all costs incurred in evaluating, acquiring, using and disposing of the offer, including financial, time and mental costs, as well as energy costs in obtaining (procuring) the offered product.³ Online and offline marketing strongly influence customer perception of value.⁴ Getting into the minds of customers and understanding why they choose a product or service before another is a constant problem for companies. There are wide ranges of factors that influence customer-purchasing decisions. The customer's decision-making process often begins before physically entering the store, finding an e-shop website, or simply looking at the product or service.^{5 6}

From the customer's point of view, the main factor in purchasing decisions is the concept of the perceived product or service as opposed to its price. For companies, the process of pricing products is relatively simple, but quantifying what customers see as value has always been much more demanding.^{7 8} The amount and nature of value in a product or service is always stored in the head of the customer. Nevertheless, there are universal building elements of value that create opportunities for companies to improve the overall performance of the company in current markets or to create new markets. A robust customer value model enables companies to create new combinations of the value of products and services they can bring to customers. Correctly created value element combinations will result in a stronger customer loyalty, greater customer willingness to try a brand and a sustained revenue growth. One such conceptual model is the so-called. "Value pyramid".^{9 10}

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- 3 KOTTLER, P., KELLER, K.: *Marketing Management*. Prague : Grada Publishing, a.s., 2007, p. 179.
 - 4 KOTLER, P., ARMSTRONG, G.: *Marketing*. Bratislava : SPN, 1992, p. 304.
 - 5 KITA, J.: *Marketing*. Bratislava : Iura Edition, 2010, p. 335.
 - 6 MADLEŇÁK, R., ROSTAŠOVÁ, M.: *Marketing v elektronickom obchodovaní*. Žilina : DOLIS s. r. o., 2015, p. 68-69.
 - 7 LANNING, M.: *Delivering Profitable Value*. Oxford : Basic Books, 2000, p. 231.
 - 8 FERENCOVÁ, M., ŠINDLERYOVÁ, I.: *Marketingová komunikácia*. Prešov : Prešovská univerzita v Prešove, 2009, p. 107.
 - 9 *Marketing and The Elements of Value*. [online]. [2019-01-06]. Available at: <<https://www.avatar.co.nz/blog/marketing-elements-value.html>>.
 - 10 *The Elements of Value*. [online]. [2019-01-06]. Available at: <<https://hbr.org/2016/09/the-elements-of-value>>.

1 Analysis of the Current State of Solved Problems at Home and Abroad

Eric Almquist of Bain & Company (2018) adopted a specific approach to this issue and came up with thirty elements of value that allow for the distribution and identification of value for the customer. The methodological concept is known as the Value Pyramid. Thirty elements are placed in the pyramid and are divided into several categories: functional, emotional, life changes and social impacts. They are designed to help businesses identify new areas of value and to achieve a competitive advantage over other firms.¹¹ This conceptual model is based on the Maslow's Pyramid of Needs, which was first published in 1943. Maslow argued that human actions stem from an innate desire to satisfy their basic needs (physiological needs, safety, love, recognition, and self-realization). Nowadays, almost all marketing professionals are familiar with Maslow's hierarchy of needs. Value elements broaden this hierarchy by focusing on man as a customer and thus describing his / her behaviour in relation to products and services.¹²

The value pyramid is similar to a heuristic model, more practical than theoretical, in which the strongest elements of value are placed on top of the pyramid. In order to provide customers with the value elements located at the top of the pyramid, companies must provide at least some functional elements located at the bottom of the pyramid that are required by a product category. There are currently several combinations of value elements in successful products and services. Most of these elements have been known for centuries and their interpretation has changed over time. Sending and Receiving History talks about the provision of these services by means of smoke signals, messengers, and later by mailers through their walks. In the meantime, however, the delivery of the horse-drawn carriage has been facilitated, with the creation of a telegraph, telephone, internet, email, Facebook, Instagram and other social networks.¹³ The relevance of the elements

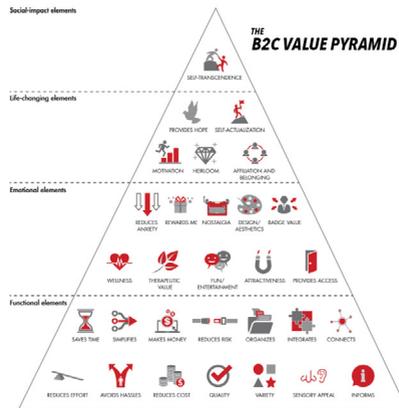
11 ALMQUIST, E.: *The Elements of Value for B2B Companies*. [online]. [2019-02-12]. Available at: <<https://www.bain.com/insights/eric-almquist-the-elements-of-value-for-b2b-companies-video/>>.

12 JAIN, R. et al.: *Enhancing Enterprise Competitiveness (Marketing, People, IT, and Entrepreneurship)*. New Delhi : Allied Editor, 2007, p. 60-62.

13 *The value pyramid: why your customers may or may not value you*. [online]. [2019-02-13]. Available at: <<https://skotwaldron.com/blog/value-pyramid-why-customers-value-you/>>.

varies by industry, culture and demography. For example, nostalgia or integration can mean “little” for farmers in developing countries, while reducing risk and making money are vital to them. Throughout history, self-realization has been beyond the reach of most customers who have focused largely on survival (although they have found fulfilment through spiritual or secular interests). On the other hand, everything that saved time, reduced effort or cost was highly valued.

The basic prerequisite for the successful functioning of the company is the provision of quality products. Therefore, **the quality** element is the first of which information is collected in the selected company. Customers buy only the highest quality products for themselves at the price they are willing to pay. If a company sells nutritional supplements that “do not work” or the contents do not coincide with the ingredients on the label, there is no chance of getting on the nutritional supplements market.¹⁴ **The variety** element is important to the nutritional supplements segment because of the choice of different products in the widest range of flavours to satisfy even the most demanding customer. Many athletes like certain brands of nutritional supplements and just the specific tastes of these supplements. The wide range of products will bring more value and more satisfy the needs of customers.



Picture 1: The B2C Value Pyramid

Source: SARKAR, CH.: *The element of value*. [online]. [2019-12-14]. Available at: <<http://marketingjournal.org/the-elements-of-value-an-interview-with-jamie-cleghorn/>>.

14 *Explore the Elements of Value*. [online]. [2019-01-21]. Available at: <<http://www2.bain.com/bainweb/media/interactive/elements-of-value/>>.

Another key element selected for Fit Life is **the reduces cost**. This value element can be understood as offering the same products as the competition, only at lower prices. Offering regular special promotions and promotional leaflets will attract customers and bring more value. **The avoids hassles** element in our company is understood as ensuring appropriate communication with customers during the process of product selection, order creation and delivery of the order directly to the customer. For this element, it is also important for us to perceive management regarding the company's complaint policy. Ensuring trouble-free communication, order processing and complaints respectively. Returning goods brings greater value and customer loyalty. The value element **simplifies** concerns above all the transparency, functionality and simplicity of customer orientation on the page and in an undemanding order creation. The customer perceives whether he / she feels comfortable on the site, how he / she can navigate there and how difficult the process of creating an order is. Every single aspect signifies a certain value that the company can offer. The last element selected from the function category is **saves time**. At Fit Life, it is mainly related to the speed of delivery and the possibility of picking up the goods at the collection points. The shorter the delivery of the goods, the more valuable the customer perceives e-commerce.

The wellness is important for the nutritional supplements segment. Companies should only sell products that are not harmful to health but on the contrary, they should help customers to have a healthy and active life. Some supplements help in recovery, others in weight loss so athletes can perform optimally. We are interested in the opinion and evaluation of Fit Life's management on the perception of nutritional supplements as part of a healthy lifestyle. For many e-shop customers, element **rewards me** for their loyalty is important. Loyalty programs and various order gifts motivate customers to make purchases and increase loyalty. It was important for the work to find out whether there was any aspect of remuneration in the company under examination. Fit Life customers are mostly young people who do different sports. **Motivation** is especially important for them and we were interested in how the company management thinks that it can influence the motivation of its customers by marketing communication. The last selected element we care about at Fit Life is **provides hope**. The high value of this element gives customers an optimistic perception of their sports performance, results and health. On the part of the company, we have investigated how they can give customers a sense of hope.

2 Goal

The aim of this paper is, through the research activities, to propose a solution to the problem of lack of perception of value elements in a selected e-commerce company (Fit Life, s. r. o). The result should be an increased perception of the value of the offered portfolio of products and services of the company and the related increase in sales.

3 Materials and Methods

The opinion of the selected company on the perception of provided value to customers through selected value elements was determined based on an expert interview with the company manager. The opinion of the customers of the company concerned on the perception of provided value to customers through selected value elements was ascertained by primary research of a quantitative nature using the method of inquiry. For the purposes of this paper, we will focus on the results of the segment of customers - young people aged 16 to 30 years. As part of the research activity, the research agenda identified the following research issues, objectives and research assumptions:

- **Research Problem:** Absence of perception of value elements in Fit Life, s. r. o.

Goals of marketing research:

G1: Determining the level of customer perception of selected elements of the value pyramid by Fit Life, s. r. o.

G2: Reasons for the negative perception of selected elements of the value pyramid by Fit Life, s. r. o.

Research prerequisites:

RA1: Customers of Fit Life, s. r. o. 16 to 30 years of age perceive the value element 'quality' at a higher level than the element 'remuneration'

RA2: Customers of Fit Life, s. r. o. male and 31 - 45 year olds perceive the value element 'simplification' on average 7 ± 0.5 and the element 'avoidance' on average 8 ± 0.5

Sample size of respondents with a confidence estimate of 95% and a maximum error margin of $\pm 5\%$:

Based on Fit Life's analysis, 4038 unique customers were purchased from Fit Life. This implies the following calculation:

$$\begin{aligned}
 N &= 4038, p = 0,5, t_{1-\alpha/2} = 1,96 \\
 \sigma_2 &\Rightarrow \sigma = \sqrt{p * (1 - p)} = \sqrt{0,5 * (1 - 0,5)} = 0,5 \\
 n &\geq \frac{4038 * 1,96^2 * 0,5^2}{(4038 - 1) * 0,085^2 + 1,96^2 * 0,5^2} \geq 128,72 \\
 n &\geq 128,72 = 129 \text{ respondents}
 \end{aligned}$$

The above calculation shows that the minimum number of respondents at the required confidence level of 91.5% and 5% of the margin of error tolerance is 129. The formula used is suitable for binomial distribution and in the case of alternative and multinomial distribution, this formula needs to be modified. Data collection was done through primary research using a query method. The questionnaire contained 25 questions, of which the first two, were identification, one question was filtering, and the other questions were of a merit nature. The company's customers and the reasons for the negative evaluation formulated the questions to obtain the evaluation of selected elements of the value pyramid. Customers had the opportunity to rate each element on a scale of 0 to 10, with a higher number indicating a more positive rating. Fit Life's marketing campaign has been created to get the most customer feedback. The questionnaire was only sent to respondents who were most likely to purchase at a company. The responses of the company's customers were measured using the Net Promoter Score metric, which divides customers by responding to "promoters", "passive" and "dissatisfied". Net Promoter Score is a management tool that allows you to measure customer satisfaction and loyalty. It serves as an alternative to the traditional customer satisfaction survey. Fred Reichheld, Bain & Company and Satmetrix developed the metric. Promoters is the most satisfied customers labelled 9 or 10. Passive or neutral customers labelled seven or eight. The last group of respondents are dissatisfied, or "assessors" and they labelled a value from zero to six.¹⁵

GAP (market gap analysis) was used to compare the results of research activities. A tool helps managers to choose marketing strategies. The goal of the GAP method is to find discrepancies between potential and achieved marketing goals. It focuses on exploring and uncovering opportunities where demand is greater than supply. It consists of five loopholes, and for us, the first loophole, which is the difference

15 *What Is Net Promoter?* [online]. [2019-02-04]. Available at: <<https://www.netpromoter.com/know/>>.

between the company's view and customer expectations, is essential.¹⁶ The research activity was carried out in the environment of Fit Life, s. r. o. Fit Life currently operates an e-shop at www.fit-life.sk and a stone branch in Banská Bystrica. The company Fit Life is engaged in the sale of nutritional supplements over the Internet on the Slovak market. Nutritional supplements play an important role in increasing performance, improving the functioning of the musculoskeletal system and improving the overall lifestyle, without age limits. Supplementation with nutritional supplements is of utmost importance to performance athletes.¹⁷ Based on the above information, therefore, the target group is all people who are actively engaged in some sport or have an active life. At the beginning of its operation, the company offered 45 products and currently offers more than 330 different products. If all flavour variations are taken into account, then the company offers more than 570 products. The customers of the company are mostly people aged 15 to 45 years who are looking for suitable nutritional supplements for regeneration after training, increase strength, weight loss, or weight gain at an affordable price. In the period under review, out of 6 315 orders, 5 305 orders were created by men, which is 84% and 1,010 orders were created by women, which is 16%. The online shop allows customer registration, which has been used so far by 951 customers. By registering, the customer does not receive any benefits and the e-shop does not offer any loyalty program. A 4 038 customers ordered products through Fit Life.

In 2018, on average 181.58 orders were sent monthly. Compared to 2015, this is an increase of 343.12%, which represents 128.66 orders. In 2016 there was an increase of 74.91 orders, which is 70.23% more and compared to 2017 (an average of 152.15 orders per month) increased by 29.43 orders which is 19.34% more. Fit Life operates in the market for nutritional supplements where the competitive environment is high. Since it has only been operating on the market for a relatively short time, it has not been able to gain a larger market share. The company's strategy is to provide customers with products at lower prices compared to larger competitors (based on information from the Heureka.sk e-commerce platform) with quality support services such as accommodating customer communication and fast delivery of goods. Google Analytics - Google Analytics is used to analyse website traffic. As can be seen, the company is already using a combination of offline and online marketing communication tools.

16 MIZLA M.: *TQM v procese zmien*. Košice : Oriens, 1999, p. 43.

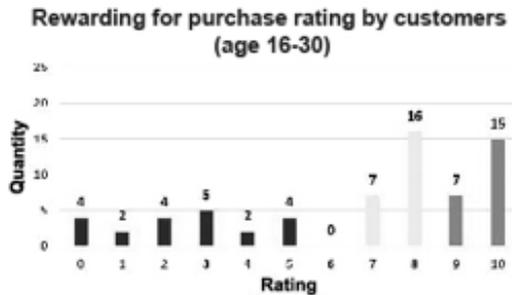
17 *O spoločnosti Fit Life*. [online]. [2019-09-21]. Available at: <<https://fit-life.sk/doplanky-vyzivy-banska-bystrica-predajna-e-shop>>.

4 Solution Results

Evaluation of research assumptions

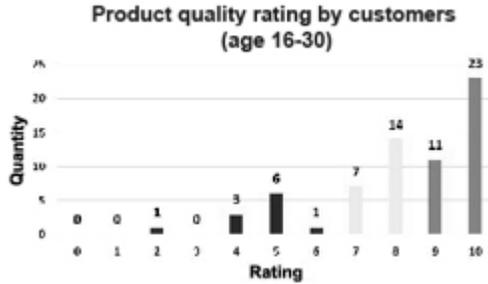
RA1: „Customers of company Fit Life, Ltd., at the age of 16 to 30, they perceive the value element „quality“ at a higher level than the element „rewards me““

Of the total number of 131 respondents in different age categories, 66 respondents participated in this age group. The following pictures 2 and 3 show the evaluation of the elements of the value pyramid the „quality“ and the „rewards me“ of respondents aged of 16 to 30 years (see Picture 2 and Picture 3).



Picture 2: Product quality rating by customers (age 16-30)

Source: KINCL, M.: *Podpora implementácie hodnotového marketingu v podniku prevádzkujúcom elektronický obchod prostredníctvom efektívnej marketingovej komunikácie*. [Diploma thesis]. Žilina : Faculty of Operation and Economics of Transport and Communications, University of Žilina, 2019, p. 90.



Picture 3: Rewarding for purchase rating by customers (age 16-30)

Source: KINCL, M.: *Podpora implementácie hodnotového marketingu v podniku prevádzkujúcom elektronický obchod prostredníctvom efektívnej marketingovej komunikácie*. [Diploma thesis]. Žilina : Faculty of Operation and Economics of Transport and Communications, University of Žilina, 2019, p. 90.

In the “quality” element, 34.85% of respondents marked 10, while in the “rewards me” element only 22.73% of respondents marked 10. Based on arithmetic means for respondents aged from 16 to 30 years, the element „**quality**“ is at level **8,18** and the element „**rewards me**“ is at level **6,71**. Based on these data, the element quality in value perception is at a higher level than the element reward me in the age category from 16 to 30 years.

Verification RA1 by a one sample T test: Median of the data collected on a scale of 0-10 is 5. The value element “quality” recorded 56 responses above the median and 4 responses below the median, respondents aged from 16 to 30 years. In the value element „rewards me“, 45 responses were recorded above the median and 15 responses below the median, respondents aged from 16 to 30 years. Based on these findings, respondents aged from 16 to 30 years **perceive the value element „quality“ at a higher level than the value element „rewards me“**. **Research assumption 1 was confirmed.**

RA2: „Customers of company Fit Life, Ltd., male and 31-45 years old, perceive the value element „simplifies“ at an average of $7 \pm 0,5$ and the element „avoids hassles“ at an average of $8 \pm 0,5$.“

The research was conducted by 41 male respondents aged from 31 to 45 years. Based on arithmetic means for male respondents aged from 31 to 45, the value element „**simplifies**“ is at level **7,49** and the value element

„avoids hassles“ is at level **8,83**. It is clear, that the value element ‘simplifies’ is at the level that was envisaged. However, the value element „avoids hassles“ is at a higher level than was envisaged.

Verification RA2 by a one sample T test: Median of the data collected on a scale of 0-10 is **5**. The value element „**simplifies**“ recorded 33 responses above the median and 6 responses below the median. The average response above the median is **8,39**. The value element „**avoids hassles**“ recorded 38 responses above the median and 0 responses below the median. The average response above the median is **9,13**. **Based on these findings, research assumption 2 has not been confirmed.** The evaluation of selected elements of the Value Pyramid perceived by Fit Life customers is shown in Table 1.

Table 1: The evaluation of the researched elements of the value pyramid in Fit Life company

Value element	Promoters	Passives	Detractors	Score
quality	67 (51,9 %)	46 (35,7 %)	16 (12,4 %)	8,37
variety	35 (27,2 %)	67 (51,9 %)	27 (20,9 %)	7,64
makes money	44 (34,1 %)	53 (41,1 %)	32 (24,8 %)	7,51
avoids hassles	85 (65,9 %)	35 (27,1 %)	9 (7,0 %)	8,81
simplifies	46 (35,7 %)	52 (40,3 %)	31 (24,0 %)	7,52
saves time	80 (62,0 %)	41 (31,8 %)	8 (6,2 %)	8,70
wellness	63 (48,8 %)	57 (44,2 %)	9 (7,0 %)	8,44
rewards me	49 (38,0 %)	44 (34,1 %)	36 (27,9 %)	6,96
motivation	45 (34,9 %)	49 (38,0 %)	35 (27,1 %)	7,21
provides hope	44 (34,1 %)	61 (47,3 %)	24 (18,6 %)	7,50

Source: KINCL, M.: *Podpora implementácie hodnotového marketingu v podniku prevádzkujúcom elektronický obchod prostredníctvom efektívnej marketingovej komunikácie*. [Diploma thesis]. Žilina : Faculty of Operation and Economics of Transport and Communications, University of Žilina, 2019, p. 91.

The research method, as already mentioned, was also implemented on the manager of the company, in the form of an expert interview. A comparison of the results of the research activities in both segments is given in Table 2. The GAP method was used to compare the results of the two marketing researches.

Table 2: Comparing the perception of the examined elements of Fit Life and their customers

Value element	Rating of company	Rating of customers	Difference (customers-company)
quality	10	8,37	-1,63
variety	5	7,64	2,64
makes money	8	7,51	-0,49
avoids hassles	10	8,81	-1,19
simplifies	6	7,52	1,52
saves time	10	8,70	-1,30
wellness	10	8,44	-1,56
rewards me	6	6,96	0,96
motivation	0	7,21	7,21
provides hope	6	7,50	1,50

Source: KINCL, M.: *Podpora implementácie hodnotového marketingu v podniku prevádzkujúcom elektronický obchod prostredníctvom efektívnej marketingovej komunikácie*. [Diploma thesis]. Žilina : Faculty of Operation and Economics of Transport and Communications, University of Žilina, 2019, p. 95.

Suggestions to improve customer value for individual value elements at Fit Life through Offline and Online marketing communications:

The selected elements of the value pyramid for improving customers value were: **“makes money”** and **“rewards me”**. The proposal to improve the value element **“makes money”** consists in creating a **marketing campaign called “Monthly”**.

At the beginning of marketing campaign creation was the goal selection. The main goal of the campaign Monthly is based on research results, which is to **raise awareness of current and potential customers about Fit Life stock products**. The Monthly informs customers about four selected discounted products and one best-selling product for the previous calendar month.

The marketing campaign consists of online and offline marketing communication tools – that is, integrated marketing communication tools will be used:

- **advertising flyer;**
- **e-mail newsletter;**
- **sponsored posts on social networks.**

Advertising flyer – offline marketing communication tool

The advertising flyer belongs to offline marketing communication tools. The Monthly marketing campaign is intended for customers who make purchases through an e-shop, a physical store and potential customers who visit fitness centres in Banská Bystrica. A template was created in the vector graphics program for the needs of the Monthly campaign. The flyer design is in A5 format and has been divided into 4 panels: A - top panel, B - core panel, C - information panel and D - footer. The advertising flyer will be delivered to customers in three ways:

- customers, who receive an order in one month will be bundled as an ad-addressed shipment with an order valid for the following month;
- customers, who buy at a brick-and-mortar store in Banská Bystrica, will receive a product advertising flyer;
- advertising flyer will be delivered to the three-partner fitness centres in Banská Bystrica in the first week of the month of the offer's validity.

E-mail newsletter - online marketing communication tool

The second recommended tool of the Monthly marketing campaign is an e-mail newsletter - an online marketing communication tool, created using the internet-based tool - mailchimp.com. When creating a newsletter, it is important to define who it is intended for, who it is from, the subject of the email, and the content of the email. It is intended for all Fit Life customers from whom an e-mail address is obtained and who have consented to receive advertising flyers by e-mail (GDPR). In the mail chimp environment, it is possible to determine exactly from which company the email originated and from which address it was sent. In this case, the sending company is *Fit-Life.sk - Sports Nutrition* and the e-mail address *shop@fit-life.sk*. The content of the email newsletter is the same as the advertising flyer. Includes company logo, newsletter validity, 5 offered products, company contact details and dashboard. The design of the email template is like the advertising flyer.

Sponsored posts on social networks - online marketing communication tool

Social networks are currently a trendy issue. A company without using Facebook or Instagram as if it did not even exist. Running profiles on these social networks is not a guarantee of success. It is important to know how to use social networks correctly and how to target your audience with paid advertising. Social networks Facebook and Instagram are used in the marketing campaign Monthly to publish a poster that has already

been created. The post consists of a poster (flyer) and a description. The description should be short, clear, concise and interesting for customers. The next step after creating and publishing a post is to sponsor the post with paid advertising. Facebook brings customers relatively easy targeting of posts. Paid promotion of the contribution will always be 2 weeks in the respective month of the special offer. It will always be *the second and third week of the month*.

Rewarding customers for their loyalty

The second element in which improvements are proposed is the value pyramid element – „**rewards me**“. This element examined the remuneration of customers for their loyalty to Fit Life. Part of the research was to find out if it could motivate customers to purchase an interesting loyalty program.

Loyalty program - offline and online marketing communication tool

The proposed loyalty program is of a point nature and is intended for registered customers who provided the company with personal data, agreed to the processing of personal data and to send promotional offers by e-mail with GDPR. This model records the customer’s purchasing behaviour and motivates him / her to re-purchase by earning different points for each purchase. This means that the customer will get 1 point for every € 1 purchase. In the example, if Customer X buys goods for € 35.60, 35.6 points are added to their account. For every 10 points earned, the customer will receive € 0.30 for the next purchase. Participation in the loyalty program is possible in a physical store and e-shop after meeting the conditions above. So, we can say that it is an example of both offline and online marketing communication tools.

Table 3: Distribution and reward of customers in the loyalty program

Group	Bronze	Silver	Gold
Points earned in 3 months	to 75 points	from 76 to 125 points	more than 126 points
Reward	use of earned points on next purchase + 1 product sample	use of earned points on next purchase + 2 product sample + shaker for 1 €	use of earned points on next purchase + 3 product sample + shaker for 1 € + special offer for 1 selected product

Source: KINCL, M.: *Podpora implementácie hodnotového marketingu v podniku prevádzkujúcom elektronický obchod prostredníctvom efektívnej marketingovej komunikácie*. [Diploma thesis]. Žilina : Faculty of Operation and Economics of Transport and Communications, University of Žilina, 2019, p. 104.

As the table shows, customers are segmented into three groups based on the cumulative purchase amount.

Discussion and Conclusion

In general, it is already confirmed, whether at the theoretical or practical level, that online and offline communication complement each other in all respects. The results of the research activity and the related solutions proposed in this paper confirmed this. However, the discussion in this respect could be further developed in the sense of identifying ways to eliminate the negative aspects of offline and online marketing, respectively. marketing communication. For example, it is confirmed that the possible onset of dominance of online communication reduces the development of emotional intelligence, the ability to express emotions and to understand other people. Online communication also does not strengthen strong relationships (establishing "customer-friendly relationships"), but strengthens weaker links (followers, contributors, etc.) with the right offline communication tools. On the other side, many disadvantages of offline communication are known, which are often associated with a high budget for this type of communication, and it is quite difficult to measure its effectiveness. We need to look for a way to eliminate the enormous waste of offline communication costs, eliminate the lack of opportunities to quickly update the communication content, and other disadvantages. If the proposed solution shows elements of mutual and harmony in the use of offline and online communication tools, it is the most sensible and effective way of informing and communicating the company with its customers. It is a way to create a brand strategy that is targeted and more effective. The statements that online marketing never "swallows" the offline world, and that the two worlds profit from each other, are true and must be accepted. Practice proves that companies that established themselves as so-called "digital players" show that online and offline communication and business can exist in perfect harmony.

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Contact data:

Ing. Martin Kincl
University of Žilina
Faculty of Operation and Economics of Transport and Communications
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
martin.kincl@fpedas.uniza.sk

prof. Ing. Mária Rostášová, PhD.
University of Žilina
Faculty of Operation and Economics of Transport and Communications
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
maria.rostasova@fpedas.uniza.sk

EDUCATIONAL LABS PAVE THE WAY FOR EDUCATION-BASED MARKETING

Ladislava Knihová

Abstract

Customer education has been a common marketing practice for quite a long time. Originally, companies focused exclusively on products and their features in their communication activities towards customers. Nowadays, the true value of a product user base lies predominantly in the depth of its engagement. As such, companies and brands place community engagement at the heart of their marketing strategies. Moreover, the era of banner blindness and ad fatigue, resulting in declining ad performance, represents new challenges for marketing experts. In their attempt to seek innovative and effective communication channels, companies started to recognize the high potential of customer education as a tool for boosting customer loyalty and accelerating the overall positive impact in terms of their business results. The objective of this paper is twofold. First, based on Apple's innovative education programme, called "Today at Apple", to examine, analyse and critically evaluate the innovative methods, formats, content and potential of customer education used in current marketing practice. Second, this paper aims to start an academic discussion focusing on establishing education-based marketing among fully recognized, proven and accepted marketing strategies.

Key words:

Creative Educational Labs. Customer Education. Digital Communication Channels. Education-Based Marketing. Marketing Paradigm. Social Media Platforms.

Introduction

Throughout history, many learning theories related to different educational environments have been developed. However, researchers focusing on marketing could have hardly imagined the dynamic extension and penetration of education-based methods into the marketing practice that we can see today. There is a long way from Vygotsky's mediated learning¹, through Bandura's social learning theory² to Kolb and his

1 KOZULIN, A.: Psychological Tools and Mediated Learning. In KOZULIN, A., GINDIS, B., AGEYEV, V. S., MILLER, S. M. (eds.): *Vygotsky's educational theory in cultural context*. Cambridge : Cambridge University Press, 2003, p. 16-37.

2 *Social Learning Theory Bandura Social Learning Theory*. [online]. [2019-09-06]. Available at: <<https://www.learning-theories.com/social-learning-theory-bandura.html>>.

experiential learning conceptualized as experience as the source of learning and development³. However, in today's business-related activities, customer education is playing an increasingly important role, notably in marketing communication with a focus on branding and customer relationship management. In his article "*Don't Market to Your Customers; Educate Them Instead*" for Forbes, William Craig deals with customer education in the real world. He argues that: "*Customer education is a built-in problem that needs to be addressed before, during, and after a challenging product is brought to market*"⁴ Customer education means providing customers with the skills and capabilities to use information. Thus, companies are empowering customers. They believe that, "*the more informed and empowered customers are, the more satisfied and confident they are with their choices*"⁵ Customer education has been the focus of certain industries for more than two decades, e.g. software producers would hardly sell their products without the hard work of their software-training professionals. However, there is a remarkable shift of education-based activities from those originally focused on the post-purchase stage of the customer journey to those pertaining to the pre-purchase stage. Simultaneously, companies' range of education-based activities is much wider. These are now dealing with much more than merely the companies' products and their features, or 'how-to' related content.

Since customers are increasingly moving online, Aihui Chen et al., in their empirical research, took into consideration an extension of social learning perspective. They examined the customers' purchase decision-making process in social commerce, unveiled current trends in customers' learning behaviour and contributed to the understanding of customers' decision-making patterns in the context of social commerce.⁶ The objective of this paper is twofold. First, based on Apple's innovative in-store education programme called "Today at Apple", to examine, analyse and critically evaluate the innovative methods, formats, content

3 See also: KOLB, D. A.: *Experiential learning: experience as the source of learning and development*. Upper Saddle River : Pearson Education, 2015.

4 CRAIG, W.: *Don't Market To Your Customers; Educate Them Instead*. [online]. [2019-10-06]. Available at: <<https://www.forbes.com/sites/williamcraig/2015/04/10/dont-market-to-your-customers-educate-them-instead/>>.

5 Ibidem.

6 CHEN, A., LU, Y., WANG, B.: Customers' purchase decision-making process in social commerce: A social learning perspective. In *International Journal of Information Management*, 2017, Vol. 37, No. 6, p. 628-637.

and potentials of customer education used in current marketing practice. Second, this paper aims to start an academic discussion focusing on establishing *education-based marketing* among the fully recognized, proven and accepted marketing strategies.

1 A Glimpse of Traditional and Current Learning Theories

In view of the needs of education-based marketing content designers and with the aim of getting better insight into learning theories for marketing practice, the author of this paper briefly highlights three of them: (1) Vygotsky's social development theory, (2) social learning theory by Albert Bandura, and (3) experiential learning. *Social development theory*: in several studies, Lev Vygotsky, a Russian psychologist of Jewish origin born in Belarus in 1896, became world famous for his research into cognitive development. He argued that social interaction precedes cognitive development. Although the concept of the *zone of proximate development*⁷ was criticized by many researchers⁸, certain didactic principles were derived based upon it. Moreover, Vygotsky formulated the educational postulate in his well-known words, "*the only good kind of instruction is that which marches ahead of development and leads it.*"⁹ *Social learning theory* devised by Albert Bandura postulates that people learn from one another through observation, imitation, and modelling. The theory is often called, "*a bridge between behaviourist and cognitive learning theories because it encompasses attention, memory, and motivation.*"¹⁰ *Experiential learning theory* was devised by David Kolb, the American psychologist and educational theorist. He views the experiential learning model as a framework for, "*examining and strengthening the critical linkages among education, work and personal development.*"¹¹ (see Chart 1 below)

7 For more information, see: LLOYD, P., FERNYHOUGH, C.: *Lev Vygotsky: critical assessments*. London, New York : Routledge. 1999.

8 MOLL, L. C.: Vygotsky's zone of proximal development: Rethinking its instructional implications. In *Infancia y Aprendizaje*, 1990, Vol. 13, No. 51-52, p. 158-167.

9 VYGOTSKIJ, L. S., COLE, M.: *Mind in society: the development of higher psychological processes*. Cambridge : Harvard University Press, 1981, p. 86.

10 *Social Learning Theory Bandura Social Learning Theory*. [online]. [2019-09-06]. Available at: <<https://www.learning-theories.com/social-learning-theory-bandura.html>>.

11 KOLB, D. A.: *Experiential learning: experience as the source of learning and development*. Upper Saddle River : Pearson Education, 2015, p. 4.

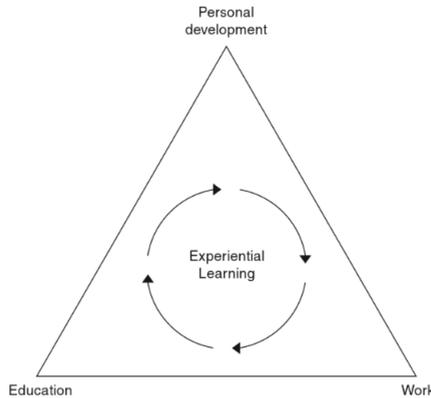


Chart 1: Experiential Learning as the Process that Links Education, Work and Personal Development

Source: KOLB, D. A.: *Experiential learning: experience as the source of learning and development*. Upper Saddle River : Pearson Education, 2015, p. 4.

Experiential learning theory is based on the work of highly reputable scholars and integrates the research findings of J. Dewey, J. Piaget and C. Jung among others. Underpinning the model are six key axioms: (1) *learning is best conceived as a process* (in higher education, the primary focus should be on engaging students); (2) *all learning is re-learning* (integration of new, more refined ideas); (3) *learning requires the resolution of conflicts between dialectically opposed modes of adaptation to the world* (conflict, differences, and disagreement are the driving forces of the learning process); (4) *learning is a holistic process of adaptation* (it is not only the result of cognition but involves thinking, feeling, perceiving, behaving as well as problem solving, decision making, and creativity); (5) *learning results from synergetic transactions between the person and the environment* (people create themselves based on their choices of actual occasions they live through); and finally (6) *learning is the process of creating knowledge* (social knowledge is created and recreated in the personal knowledge of the learner).¹² The knowledge

12 KOLB, A. Y., KOLB, A. D.: *Experiential Learning Theory: A Dynamic, Holistic Approach to Management Learning, Education and Development*. In AMSTRONG, S. J., FUKAMI, C. V. (eds.): *The SAGE Handbook of Management Learning, Education and Development*. London : SAGE Publications Ltd, 2011, p. 44. [online]. [2019-09-10]. Available at: <https://sk.sagepub.com/reference/hdbk_mgmtlearning/n3.xml>.

and proper understanding of learning theories is the domain of educators who, as a rule, are not members of marketing teams. They are the ones who understand learning objectives and know how to select appropriate instructional design methods. Should we want to design impressive and effective high quality learning materials to be used in customer education, the author of this paper is convinced that the time is right to consider hiring education micro-teams, comprising education specialists, to carry out their expert roles within organizations' marketing teams.

2 Methodology

In harmony with the research objectives, the author has opted for mixed methods research design. It includes the following research methods: descriptive analysis, exploratory analysis, case study, empirical observation, and secondary data analysis and data interpretation. The research results are promising and marketing researchers are encouraged to help validate them by further data collection in related disciplines and areas, as suggested by the author in this paper's Conclusion.

3 Creative Educational Labs “Today at Apple” – Case Study

“Today at Apple” is the name of creative educational labs that are bringing new experiences to every Apple Store worldwide.



Picture 1: Apple Store in The Dubai Mall in Dubai – Creative labs area

Source: *Today at Apple expands to 50 new sessions*. [online]. [2019-10-10]. Available at: <<https://t3me.com/en/news/software-and-apps/today-with-apple-expands-to-50-new-sessions/>>.

!4shttps%3A%2F%2Fh5.googleusercontent.com%2Fp%2FAF1QipMp83FZZSRJ7KfzwWveFd7rTsOvx2L9geFV36xa%3Dw284-h160-k-no!5sThe%20dubai%20mall%20apple%20store%20-%20Hledat%20Googlem!15sCAQ&imagekey=!1e10!2sAF1QipN9W9DxUDUITgFgoX9n6esgRkQm5YO023ajc3PY&sa=X&ved=2ahUKEwi9sNf-r4jAhUGJ1AKHZTTAMIQoiowGnoECA4QBg>.

In January 2019, Apple announced over 50 new creative sessions. In the company’s press release, they published the first statistics relating to these sessions. According to the press release *“Since the launch of Today at Apple in 2017, Apple has held over 18,000 free sessions a week attended by millions of participants around the world. This newest release expands on the most popular types of Today at Apple sessions, Walks and Labs, providing visitors even more opportunities to get more of their products, find inspiration in their community and discover guidance from world-class creators.”*¹⁴ The numbers are convincing and telling. They confirm that the research assumptions are appreciable and substantial. Millions of participants around the world were subjects to learning-by-doing/experiential learning and/or social learning. Their bond to the Apple brand is strong. They will remember the experience for a long time. They have learned something new. They have met and made new friends. They share their experience through social media. It is highly probable that they will come back again. In order to be more specific, there is Table 1 exemplifying a one-day programme of “Today at Apple” in The Dubai Mall, UAE.

Table 1: Creative educational labs Today at Apple – The Dubai Mall – Dubai/UAE – Tuesday, Oct 8, 2019

Date	Creative educational lab	Description
Tue, Oct 8, 2019 04:00 p.m. - 05:30 p.m.	Photo Walk: Taking Portraits on Location	From taking a self-portrait to photographing groups, we’ll show you how to capture people and their place with iPhone. You’ll practice with interesting backdrops, work with Portrait mode and Portrait Lighting, and find flattering angles for your subject. Get hands-on with the latest iPhone in this session or bring your own. Recommended for all skill levels.

14 *Apple announces new Today at Apple sessions.* [online]. [2019-10-06]. Available at: <<https://www.apple.com/newsroom/2019/01/apple-announces-new-today-at-apple-sessions/>>.

<p>Tue, Oct 8, 2019 07:00 p.m. - 08:30 p.m.</p>	<p>Design Lab: Making a Home on Mars with Raffi Tchakerian</p>	<p>Discover how to design in space with expert Raffi Tchakerian, as part of our Design Impact series. You'll learn the design skills that can help humans cope with the harsh environments of outer space and other planets. You'll get hands-on with iPad and Apple Pencil to sketch a shelter for the surface of Mars, and discover how to transform a hostile planet into a survivable habitat.</p>
<p>Tue, Oct 8, 2019 10:30 a.m. - 12:00 p.m.</p>	<p>Photo Lab: Disrupting the Portrait Co-created with Christopher Anderson</p>	<p>Using the creative approach of photographer Christopher Anderson, learn how to rethink the subject, obstruct the lens, and stylize your shot to create unexpected portraits. Bring a friend or pair up with others, and our Creative Pros will take you through immersive exercises and photo prompts. Try the latest iPhone or bring your own. To get ready, join Photo Walk: Taking Portraits on Location.</p>
<p>Tue, Oct 8, 2019 04:30 p.m. - 06:00 p.m.</p>	<p>Music Lab: Remix Taylor Swift</p>	<p>Exclusively in Apple Stores, get hands-on with tracks direct from your favourite Apple Music artists. In this session, you'll deconstruct Taylor Swift's song "You Need To Calm Down", find out what inspired her, and create your own version of the song using GarageBand on iPhone. Devices will be provided.</p>
<p>Tue, Oct 8, 2019 04:30 p.m. - 06:00 p.m.</p>	<p>[AR]T Lab: AR Experiences Co-created with Sarah Rothberg</p>	<p>What happens when a lemon and a traffic cone collide? Using artist Sarah Rothberg's creative approach and art, you'll learn to code an augmented reality experience. Whether it's happy, wacky, or weird, you'll combine AR elements in Swift Playgrounds on iPad. Our Apple Creatives will take you through creative and coding exercises. Recommended for beginners ages 12 and up. Devices will be provided.</p>
<p>Tue, Oct 8, 2019 06:30 p.m. - 08:00 p.m.</p>	<p>Video Lab: Small Screen Magic Co-created with Zach King</p>	<p>Create imaginative videos with the illusion of teleporting, disappearing, and other visual tricks. Using recording and editing techniques inspired by video-maker Zach King, our Apple Creatives will show you how to create a "jump cut" scene that brings magic and storytelling to your video using the Clips app. Get hands-on with the latest iPhone in this session or bring your own.</p>

<p>Tue, Oct 8, 2019 02:30 p.m. - 03:30 p.m.</p>	<p>Art Lab for Kids: Make Your Own Emoji</p>	<p>Kids will learn fun ways to create their own emoji. We'll show them how to draw colourful faces and objects. They'll get hands-on using the Adobe Fresco app on iPad with Apple Pencil to draw an emoji to take home. Devices will be provided.</p>
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Source: Own processing; *Today at Apple – Calendar – Dubai Mall – Apple*. [online]. [2019-10-06]. Available at: <<https://www.apple.com/ae/today/dubaimall>>.

4 Customer Education as a Marketing Function

The above-mentioned case study “Today at Apple” is one of many successful examples of using customer education within marketing activities to develop customers. Many participants in the creative labs, described above, do not yet own Apple’s devices. They are merely prospective customers. However, they have been engaged in attractive marketing activities at the core of which is education. This education is based on providing numerous opportunities for experiential learning. Thus, education is becoming a marketing function. It generates demand, drives product sales, increases conversions and boosts customer loyalty. The more sophisticated the products are, the more customer education is needed. As a result, due to customer education, an ever-growing segment of knowledgeable and skilled prospects and customers comes into existence. Sometimes, these people know how to use a particular product long before they own one. A. W. Bates, a university professor, researcher and consultant, in his extensive monograph titled *Teaching in a Digital Age*, examines the strengths and weaknesses of experiential learning models, which lie at the core of Apples’ creative educational labs. He claims: “*There is evidence that experiential learning, when properly designed, is highly engaging for students and leads to better long-term memory. Proponents also claim that it leads to deeper understanding and develops skills for a digital age, such as problem-solving, critical thinking, improved communications skills and knowledge management. In particular, it enables learners to manage better highly complex situations that cross-disciplinary boundaries, and subject domains where the boundaries of knowledge are difficult to manage.*”¹⁵

15 BATES, A. W.: *Teaching in a Digital Age – The Open Textbook Project provides flexible and affordable access to higher education resources*. Vancouver : Tony Bates Associates, 2015. [online]. [2019-10-07]. Available at: <<http://pages.gseis.ucla.edu/faculty/kellner/papers/SAGEcs.htm>>.

Experiential learning can also take the form of digital learning environments. Bates offers the following explanation: *“Indeed, there are circumstances where it is impractical, too dangerous, or too expensive to use real world experiential learning. Online learning can be used to simulate real conditions and to reduce the time to master a skill. Flight simulators have long been used to train commercial pilots, enabling trainee pilots to spend less time mastering fundamentals on real aircraft.”*¹⁶ Thus, in some cases, blended learning combining offline and online sessions seems to be the most appropriate option. Disregarding the marketing objectives of education-based activities (conversion rate, brand building, customer loyalty or/and customer attachment), educational professionals can create an unforgettable, unique user experience (UX) and offer added value for customers. Simultaneously, it is worth realizing that every nation’s most important assets consist of a highly educated, skilful and technology-savvy workforce, typically comprising life-long learners. If learning is engaging, interesting and fun, learners are ready to adopt that learning easily and develop their expertise further in harmony with the changing needs and requirements. Moreover, they will be encouraged to continue to do so – thus becoming life-long learners. In branding, trustworthiness is a fundamental brand value. Educational professionals as members of marketing teams can offer insights and ideas on customer education. For example, they can co-create education-based marketing strategies. Such education builds trust and prepares learners to solve real-life challenges and amplify customer success stories.¹⁷

5 Educational Labs Pave the Way for Education-Based Marketing

There are numerous examples of recent marketing practice - both globally and in the Czech Republic - documenting the use of education-based techniques and methods while pursuing marketing objectives. Here are a few – of many – examples: (1) Apple’s creative educational

16 BATES, A. W.: *Teaching in a Digital Age – The Open Textbook Project provides flexible and affordable access to higher education resources.* Vancouver : Tony Bates Associates, 2015. [online]. [2019-10-07]. Available at: <<http://pages.gseis.ucla.edu/faculty/kellner/papers/SAGEcs.htm>>.

17 CUSHARD, B.: *Customer Education is the New Marketing Strategy.* Released on 17th October 2017. [online]. [2019-10-07]. Available at: <<https://blog.servicerocket.com/learndot/customer-education-is-the-new-marketing-strategy>>.

labs; (2) ACREA and its free educational seminars and webinars on statistics, data mining and text mining; (3) Černý most, a huge shopping mall in Prague, and its community engagement thanks to free lectures on interesting tourist destinations, or engaging creative labs held on premises in the mall; (4) an educational exhibition in the Nový Smíchov shopping mall. Called *Giants of the Oceans*, the exhibition was held under the auspices, and in close collaboration with, National Geographic. This is another example of successful cross-promotion and customer education through the idea of 'learn and play'. Among the memorable floor-standing displays were real shark teeth and 3-D models of whales and giant octopuses. These inspired many children and their parents, and (5) the hugely successful educational interactive exhibition intended for children between four and eleven years old. Called *My body*, the exhibition was held in Metropole Zličín, a shopping mall in Prague 5. It aimed to inspire small children to become doctors. Simultaneously, it contributed to highly valued social marketing activities designed to change people's behaviour for the benefit of society as a whole. All of the above-mentioned education-based marketing activities influence customer relations with a particular company/brand in a positive way. In doing so, they offer unforgettable cross-generational engaging customer experience. Essentially, there are education-based activities designed and implemented in harmony with organizations' marketing and business objectives. Unlike interruptive advertising, education-based marketing strategies are more likely to be welcomed rather than rejected by customers. Thus, they have the potential to contribute to companies' bottom line since they build long-term relationships with customers. By adopting *education-based marketing strategies*, marketing innovators pave the way for the establishment of education-based marketing as a new marketing paradigm. This has the potential to help companies reach their business goals and close the gap in marketing theory. At this developmental stage, it is the objective and ambition of the author of this treatise to initiate an academic discussion aimed at establishing education-based marketing as a new paradigm among the fully recognized, proven and accepted marketing strategies.

Conclusion

Creative educational labs and other innovative formats of customer education pave the way for the establishment of education-based marketing as a new paradigm in marketing theory and practice. The case study, "Today at Apple", is an excellent example of good business practice worth disseminating. Far-sighted business leaders cannot afford to wait until people are ready to buy their products. Instead, they need to adopt a more pro-active attitude and offer numerous opportunities for customer engagement based on educational content at every possible touchpoint. Thus, they can shorten the customer journey in a dramatic way and turn brand loyalty into brand attachment. Micro-teams consisting of professional educational experts will be an inherent part of marketing departments and they will contribute with their expertise to the professional design of education-based marketing strategies. The objective of this paper was twofold. First, based on Apple's innovative in-store education programme, called "Today at Apple", to examine, analyse and critically evaluate the innovative methods, formats, content and potential of customer education used in current marketing practice. Second, to start an academic discussion focusing on establishing education-based marketing among fully recognized, proven and accepted marketing strategies. The paper's author takes the liberty of declaring that she has reached the objectives of the paper thanks to the descriptive and empirical analyses and critical interpretation of secondary data. However, the author is convinced that further research into education-based marketing, notably into its efficiency and levels of adoption, is needed in order to get a more comprehensive picture of the real-life potential of education-based marketing in corporate, and especially in small-and-medium size enterprises', practice. In addition, new methods of instruction, i.e. notably video marketing and mobile marketing, should be examined in detail, since they represent dynamic marketing communication channels that are highly suitable for broadcasting education-based marketing content.

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Contact data:

PhDr. Ladislava Knihová, MBA
University of Economics
Faculty of Business Administration
W. Churchill Sq. 4
130 67 Prague 3
CZECH REPUBLIC
ladislava.knihova@vse.cz

INDEPENDENT RETAIL TRADE AS PUBLIC SERVICE?

Daniela Kollárová – Magdaléna Ungerová

Abstract

Despite the fact that Slovak people increasingly often spend their money in small grocery shops small-scale independent retailers vanish. Under small self-standing traders, we understand retailers with shops that are not a part of any trade net with the size up to 400 square meters. In the Czech Republic, the situation with not large independent retailers in the rural area is so critical that in the endeavour to prevent a significant deterioration of quality of life for hundreds of thousands of its citizens, the state considers grants for local shops. Independent stores co-create the retail net in Slovakia mainly in smaller towns and in the countryside. In smaller cities, they often compete for the favour of their customers with Asian shopkeepers who have gradually moved with their cheap assortments from stalls and marketplaces into physical shops in the city centres. In the rural area, this phenomenon does not seem to be present. In the first chapter, we present the basic theoretical background to retailing and the main marketing decisions of retailers. In the second chapter, we deal with the investigation of customers of small self-standing retailers and the structure of their marketing mix. In the third chapter, being inspired by the prognoses of experts from retail practice, we discuss the future of small independent retail traders in smaller Slovak towns and in the rural area.

Key words:

Public Service. Rural Area. Small Independent Retail. Smaller City.

Introduction

Slovaks are increasingly less interested in spending time in hypermarkets, even in shopping areas as such, while doing shopping they only want to spend the time necessary. They want to buy quickly and efficiently, for which small independent shops typical of smaller towns and rural areas are sufficient enough. Although Slovaks are increasingly spending their money in small grocery shops, small independent traders disappear. By small self-standing traders, we refer to retailers who are not part of any retail network of up to 400 m². Figures on their number in Slovakia due to the absence of accurate statistics are not clear. For example, between the data of the company Nielsen published three months apart, there is a difference of 4, 973 shops. Figures published in June 2019 show that in 2018 there operated 3, 227 independent grocery shops in the Slovak

market¹; data released in March 2019 state that there were as many as 8, 200² of them. Not all small independent business operations disappear. Self-standing traders cannot compete with retail chains, so we may assume that some of them have become a part of an association, chain or alliance. In the Czech Republic, the situation with small independent rural traders is so critical that in order to prevent a significant deterioration in the quality of life for hundreds of thousands of citizens, the state is considering subsidies for rural shops. According to the group Coop in the Czech Republic, which is discussing the closure of thousands of loss-making outlets, „operating shops in municipalities with less than 500 inhabitants is a public service, not business.“³ As we could interpret public service as carrying out activities for the sake of the majority of the citizens, it is a question, whether the prices were regulated by the state or by the local government as it is customary in public services.

1 Retail as a Powerful Distribution Apparatus

“Trade is an inefficient apparatus of distribution and its tasks.”⁴In terms of trade operations, we distinguish between wholesale and retail trade.⁵“Retail involves all activities that are related to the sale of goods and services directly to the purchasers for their personal or non-personal use.”⁶ Cimler, Zdražilová et al. in defining retail, they emphasize that the

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- 1 ODKLADAL, M.: *Malí nezávislí obchodníci postupne zatvárajú. Drví ich konkurencia reťazcov*. [online]. [2019-09-27]. Available at: <<https://www.aktuality.sk/clanok/704199/mali-nezavisli-obchodnici-postupne-zatvaraju-drvi-ich-konkurencia-retazcov/>>.
 - 2 *Kongres Samoška: Maloobchodníci predstavujú segment skutočných potravín*. [online]. [2019-09-28]. Available at: <<https://www.tovarepredaj.sk/2019/03/23/kongres-samoska-maloobchodnici-predstavuju-segment-skutocnych-potravin/>>.
 - 3 *Stovkám českých predajní Coop hrozí zatvorenie, obce zostanú bez potravín*. [online]. [2019-09-28]. Available at: <<https://www.etrend.sk/firmy/stovkam-ceskych-predajni-coop-hrozi-zatvorenie-obce-zostanu-bez-potravin.html>>.
 - 4 VIESTOVÁ, K.: *Distribúcia. Obchod. Predajňa*. Bratislava : SPN, 1995, p. 33.
 - 5 HORSKÁ, E., NAGYOVÁ, L., ROVNÝ, P. et al.: *Merchandising a event marketing pre produkty pôdohospodárstva*. Nitra : SPU, 2010, p. 66.
 - 6 MATÚŠ, J., ĎURKOVÁ, K.: *Moderný marketing*. Trnava : FMK UCM in Trnava, 2012, p. 114.

goods reach the consumer without any further processing,⁷ and Viestová et al. add that retail trade means small-scale trade, or more precisely sale in small quantities.⁸ *Retail trade activities can be executed by producers, wholesale and retail traders.*⁹ However, most manufacturers do not sell their products directly to the end-users for various reasons, so they delegate a part of their sale tasks to, among other things, small-scale traders.¹⁰ Retailers tend to offer the business more efficiency and effectiveness in building and managing distribution channels than they would have achieved with their own effort. Thanks to their contacts, experience, specialization and extent of activities, they ensure a wide availability of goods and related services for the target markets. A retailer is a company whose prevailing volume of the takings comes from retailing. The basic component of this business is a shop. The retail outlet meets following functions: the purchase of goods for resale to the consumer in the finished state or after transformation, adjustment or packaging; the sale of goods for retail price to the consumers; managing the flow of goods and information in the store; promotion of the offer to the shoppers, and customer service.¹¹

What makes retail outlets different lies in the overall strategy of the retailer, which is the sum of a well-defined range of serviced customers, corresponding to the choice of assortment and the range of provided services with psychological impact, which can be called a strategy of the shop. The major marketing decisions of retailers in relation to the store are related to the following: target markets, distribution, price, product range, and marketing communications. Retailers must first define their target market and then establish the market position of the shop on that market. This means that a trader should have a clear idea of whom the offer is meant for, who are or will be their customers in terms of reached education, income, age, life-style, etc. All other marketing decisions of the retail must support the set target position of the shop. In the case of decision-making related to the distribution, the retailer decides on the

7 CIMLER, P., ZADRAŽILOVÁ, D.: *Retail management*. Prague : Management Press, 2007, p. 12.

8 VIESTOVÁ, K. et al.: *Lexikón Obchodu (1). Trh, obchod, tovar*. Bratislava : EKONÓM, 2006, p. 144.

9 MATÚŠ, J., ĎURKOVÁ, K.: *Moderný marketing*. Trnava : FMK UCM in Trnava, 2012, p. 114.

10 KOTLER, P., KELLER, L. K.: *Marketing management*. Prague : Grada Publishing, 2013, p. 454-456.

11 KITA, P.: *Obchodná prevádzka*. Bratislava : EKONÓM, 2013, p. 32.

area of interest and the location of the store. The field of interest is that part of the territory in which the shop operates and for which it is able to provide purchasing conditions. At the same time, it needs this part of the territory to ensure its own existence. The scope of the involvement area is limited by the acceptable availability of the store and its product range to consumers, expressed with reference to the time and distance, which the customer must travel on foot or by any transport means if they are interested in. The localization of the shop expresses choosing a specific location for a retail unit in connection with the continuity to other units, consumer movement, transport junctions, and so on. Prices are decisive indicators of the market position. Not only retail traders, but also other businesses have to settle on prices with regard to the target market, range of products, and competition. The retail assortment must match what the target group are expecting. The retailer makes decisions on the scope of services, product lines, and prices. The product range is followed by the determination in the area of the shop design and its atmosphere (layout of the outlet, ways of displaying goods, sales techniques of the staff). In order to meet their communication aims, retail stores use (to inform, remind, persuade, compare) a wide spectrum of media (television, radio, print media, outdoor advertising, the Internet), marketing communication tools and techniques (e.g., TV advertising, circulars sent to letter boxes, gathering points and gaining benefits, competitions, magazines).¹²

2 Current State of Small Independent Retail

Self-standing stores complete the retail network especially in smaller towns and rural areas. They are associated with specific local owners, which, from a customer's perspective, adds a better guarantee of quality and seriousness if compared to the retail chain stores of anonymous owners from abroad. In smaller towns, from the 1990s often to the present day, Slovak independent retailers of non-food goods have been competing for the favour of their customers with the Asian merchants who have gradually moved from the stalls and marketplaces to physical shops in the city centres. Some of these traders were formed from the Vietnamese and Chinese who came to the Czechoslovak Socialist Republic for education and work before 1989. Starting their own business was for them one of few opportunities how to stay legally living

12 KOLLÁROVÁ, D.: *Marketing a spoločnosť II*. Trnava : FMK UCM in Trnava, 2013, p. 74

in former Czechoslovakia. Contacts in Asia predetermined them to trade in cheap textiles, shoes and electronics, and later to provide services in catering and beauty salons.¹³ However, this phenomenon does not seem to occur in the countryside. Similarly to retail chain stores, they are mainly located in locations with good transport links, with close public transport stops, or in other busy places or near to them, e.g., on squares, busy streets, near to post offices, offices, or medical facilities. However, their beginnings before the arrival of the chains in the 1990s were often associated with garages of family houses and rooms originally intended for the storage of prams and bicycles.

They enjoy a wide range of customers now, not just the elderly, people with lower mobility, lower family or individual budgets, they have a special atmosphere and many of them a long tradition, especially if there work several generations of members of the same family. Although customers make smaller purchases, in case of food mostly fresh goods for everyday use, however, these purchases are repeated, so the seller knows exactly which customers buy which products. They offer their clients a more personal approach, the required assortment and services from local suppliers. Traders admit that retail sales in Slovakia are carried out in a strong competitive environment, which is also reflected in their price-setting. The margin is not the retailer's earnings, but an income that must cover all business-related costs, including profit, e.g., rental and maintenance of premises, energy charges, personnel costs, taxes and other state payments, purchase of goods, or losses on unsold goods. According to the findings of the wholesale METRO, the average margin of Slovak retailers for fast moving consumer goods is 20 to 25 %, depending on the region and location of the store, competition in the neighbourhood and other aspects, it can range from 17 to 35 %.¹⁴ Social and marketing communication takes place in the retail space of small independent retailers. Social communication results from the nature of more personal relationships between the staff and customers. At the point of sale, information about events in and around the town or village is collected and distributed. Marketing communication is based on both personal and impersonal contacts.

13 HLINČÍKOVÁ, M.: Adaptácia migrantov z Vietnamu na spoločenskú zmenu. In BITUŠÍKOVÁ, A., LUTHER, D. (eds.): *Kultúrna a sociálna diverzita na Slovensku. IV. Spoločenská zmena a adaptácia*. Bratislava : Ústav etnológie SAV v Bratislave, 2013, p. 53-64. [online]. [2019-10-03]. Available at: <http://www.uet.sav.sk/files/socialna_kulturalna_diverzita_iv_sk.pdf>.

14 *Váš obchod*. Bratislava : METRO Cash & Carry SR, 2015, p. 18-19.

In personal contact, the seller and the customer meet face-to-face and the social and marketing communication intersect. It includes the provision of advice or consultations. In our times, Customers are now much more informed than ever before, however, in a less anonymous environment, they like to talk to the shop assistant not only about social events, but also on the offered product range, its origin, difficulty in use or installation, or usage. Especially in rural areas, the shops of small self-standing retailers fulfil not only the function of supplying the population, but also social function.¹⁵ Marketing communication based on impersonal contact is represented, e.g., by advertising racks that the merchant has gained for meeting the order limit, or the rack has been rented or purchased for a fee. Advertising racks of specific brands are often supplemented with posters on the walls in small stores. Small independent retailers involved in purchasing alliances support their sales by discounts on products in leaflet promotions. The other ones tend to give their customers discounts on their purchase in a less conceptual way, according to their financial possibilities. Discounts usually apply to regular customers with larger purchases. In building and maintaining community relations, they often contribute financially or non-financially to community events, such as, balls, sports tournaments, events for families with children, and so on.

3 Future of Small Independent Retail

Already in 2017, the Czech government approved plans to support rural services, in which they consider securing the sale of groceries in the most vulnerable areas in partner post offices. The sale of food in small municipalities (municipalities with less than 500 inhabitants) could then be described as a public service eligible for public support. According to experts from the practice, the line between the earnings and the losses of the store is around one thousand inhabitants in the given municipality.¹⁶ Small municipalities in Slovakia have a similar problem, however it is a matter of time when the government will deal with this issue. We assume that it will be inspired by procedures from abroad when solving this problem. Together with the professional public we believe that there are opportunities to keep small self-standing retailers on the market, but

15 KOŠTÁL, D.: *Vidiecky obchod je predovšetkým užitočnou službou*. [online]. [2019-02-13]. Available at: <<http://www.retailmagazin.sk/obchodnik/maloobchod/3654-vidiecky-obchod-je-predovsetkym-uzitocnou-sluzbou>>.

16 KALIŇÁK, M.: *Aj v malej obci potrebujú jest'*. [online]. [2019-09-29]. Available at: <<http://www.obecne-noviny.sk/clanky/aj-v-malej-obci-potrebuju-jest>>.

mainly in municipalities with more than 500 inhabitants, by adopting following measures, for instance:¹⁷

- **Engaging in purchasing alliances**, which provide small regional retailers with support for building corporate identity, shop modernization, leaflet support with regular stock offers for selected goods, etc. Small trades can in this way keep their sovereignty and independence, at the same time they can increase their competitiveness and attract more customers.¹⁸ Alliances are not only linked to the sale of grocery products, but also to the sale of black or white equipment, sale of building materials and supplies for the home and garden.
- **Specialization in a narrow product group**, is in our personal observation, more justified in cities. In the countryside, shops with a mixed assortment prevail. A point of sale with the notice mixed goods, known also as various goods, mix store or universal, usually offers a range of combinations of several product groups, for example, foodstuffs, drugstore goods, household utensils, office assortment, gardening supplies, animal feeds, or decorative articles. The composition of the assortment responds to the shopping opportunities and habits of customers in the given locality.
- **Cooperation with local suppliers** enriches the assortment of the shop with local or farm products that are currently widely sought by customers. Consumers have at disposal a wider range of quality home-made products directly from their own region. However, there is still the risk of replacing local products for in terms of quality comparable goods from Poland, at a better purchase price.
- **Modern outlet**. Despite the fact that Slovak consumers abandon shopping in hypermarkets, their demands for fast and efficient purchasing are transferred to smaller points of sale. Pleasant environment, clear and practical arrangement of the sales area and assortment will be a condition for realization of their purchases.
- **Personnel** socially and communicatively able to engage in short courteous conversations with customers on common topics and at the same time professionally competent, able to offer customers

17 ČIMOVÁ, D.: *Večierky sa bránia veľkým reťazcom*. [online]. [2019-09-26]. Available at: <<https://finweb.hnonline.sk/ekonomika/88577-vecierky-sa-brania-velkym-retazcom>>.

18 *300 statočných: drobné predajne vzdorujú tlaku reťazcov*. [online]. [2019-09-26]. Available at: <<https://www.metro.sk/tlacove-spravy/300-statocnych-drobne-predajne-vzdoruju-tlaku-retazcov>>.

several variants of solving their problem, unlike the staff in chains who often serve only as "unloaders" of the goods in a concrete aisle. Ideally, the staff should have personal experience with the product range resulting from e.g., its consumption, wearing, or other use in practice.

- **Services**, in addition to traditional ones, which are declared by retail shops, such as parking places or payment by credit card, recharging credit of telephone operators, purchase on instalments, it is necessary to offer seemingly meaningless services, which are however immediately measurable in the field of customer satisfaction in the form of ordering goods in case of its absence with the shortest time of delivery possible, postponement of the goods, their take to the car, assembly of the purchased goods (e.g., composition of the goods that is delivered in a disassembled state directly at the store free of charge), etc. In the Czech Republic, when considering solutions how to "save" independent rural retail, even the government is considering that merchants could provide postal services or sell over-the-counter medical goods.¹⁹

Conclusions

It would be unreasonable to contradict the calculations of the experts from the practice who claim that the threshold between earnings and the loss of a shop is between 500 and 1,000 inhabitants in the municipality or its gradient area. We can notice that self-standing retailers are able to maintain or even improve their position in smaller towns and rural areas that had a significant position and sufficient population before 1989. Additional services to the assortment, as it is considered by the Czech government, are currently offered in chain stores of Coop Jednota in Slovakia. Customers do not only make purchases, but also pay their bills, and in selected stores, they can even withdraw cash, just like at a cash dispenser – often in villages just over 400 inhabitants. Unfortunately, inhabitants of municipalities under 400 citizens are already dependent on purchases in other municipalities, or cities, on purchases from ambulatory sellers or in the case of elderly and immobile inhabitants, to import the necessary goods within neighbourly or family assistance.

19 KALIŇÁK, M.: *Aj v malej obci potrebujú jest'*. [online]. [2019-09-29]. Available at: <<http://www.obecne-noviny.sk/clanky/aj-v-malej-obci-potrebuju-jest>>.

These are often municipalities with a high age average of its inhabitants, in many cases those that were already on the list of the so-called extinction villages even before 1989. There may be also problematic the Internet connection, which significantly affects the obligatory online connection of the cash register to the financial administration, not even to the Slovak Post Office network, in case the shop should fulfil the postal services. Based on the knowledge gained so far, we do not assume that the declaration of “supplying” the population in municipalities below 400 inhabitants with groceries and general merchandise as a public service will attract the original or even new business operators of the shops.

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Contact data:

PhDr. Daniela Kollárová, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

daniela.kollarova@ucm.sk

Mgr. Magdaléna Ungerová, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

magdalena.ungerova@ucm.sk

ONLINE AND OFFLINE COMMUNICATION IN WASTE SORTING

Roman Kozel – Anežka Podlasová – Petr Šikýř

Abstract

The article presents marketing communication tools used in the area of waste management, specifically the marketing communication of EKO-KOM, which is the only, authorized packaging company in the Czech Republic. The main long-term goal of their marketing communication is changing the attitude and behaviour of Czech people regarding handling of waste. The EKO-KOM uses both online as well as offline communication tools and combines them so to get the best reach across all target groups. The aim of this article is to introduce these communication tools and determine to which extent they have been influencing the environmental behaviour of Czech inhabitants. And that is precisely why the authors have mainly focused on finding the advantages the online and offline communication tools bring to all desired target groups. Target groups of EKO-KOM communication include all age categories. However, greater attention is paid to the age categories belonging to the Alfa, Y and Z generations. According to the authors, the age category up to 18 years seems to be important in influencing the attitudes and behaviour of older generations in the area of waste management.

Key words:

Communication. EKO-KOM. Generation Alpha. Generation Y. Generation Z. Offline Communication. Online Communication. Waste Sorting.

Introduction

Standard definition of marketing communication states that the aim of such is selling specific products. Currently, the perception is changing and a so-called “green marketing” has been coming to the fore. The green marketing aims at creating targeted marketing communication strategies that will increase consumer’s motivation to buy more environmentally friendly products and services. In particular, they wish to close the gap between consumers’ strong environmental concerns and their poor involvement in sustainable behaviour¹. The concept of sustainable behavior is closely linked to Corporate Social Responsibility both in the Czech Republic and in other EU

1 ROYNE, M. B. et al.: From thinking green to buying green: Consumer motivation makes the difference. In *Journal of Business Strategy*, 2016, Vol. 37, No. 3, p. 39.

countries². In addition to green marketing, there is now a specific marketing communication in the area of waste management³. The aim of marketing strategies in this area is a long-term change in attitudes and behaviour of the population. According to Vanko⁴, communication with the younger generation through social networks seems to be the most effective⁵. As possibly effective seems to be using the so-called influencers, who may show their environmental behaviour in real life. Based on the findings of Tonglet⁶, when creating marketing strategies, it is essential to bear in mind different ways the inhabitants behave, regarding the approach to waste management. These ways include recycling, minimising the waste when shopping and minimising the waste by reusing a product or repairing it. And each of these categories needs different strategies and communication messages. Properly selected communication tools help reduce the risk of inaccurate marketing communications⁷. One of the article's authors works for the authorized packaging company EKO-KOM, a.s., which is one of leading companies in this field of marketing in the Czech Republic. Target groups of their marketing communication are general public with several age categories to which more attention is paid. These are the children of the Alpha generation and the Y and Z generations.

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- 2 HYS, K., WOLNIAK, R.: Corporate social responsibility in chemical industry companies in Poland. Selected issues. In *Przemysl Chemiczny*, 2018, Vol. 97, No. 9, p. 1417.
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 - 5 MROZ-GORGON, B., SZYMANSKI, G.: The impact of the ROPO effect in the clothing industry. In *Economics And Business Review*, 2018, Vol. 4, No. 3, p. 27.
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 - 7 AMEIR, O.: Continuous assessment of the systemic way of risk management in construction companies in the Czech Republic by the use of a new criterion. In NEMEC, R., ZAPLETAL, F. (eds.): *Strategic Management and its Support by Information Systems, 10th International Conference, 2013*. Ostrava : VSB-Technical University of Ostrava, 2013, p. 16.

1 Marketing Communication of EKO-KOM

The joint stock company EKO-KOM in addition to its core business, which is to ensure the return of packaging and the recovery of packaging waste for its contractual customers, specializes in education and awareness of the Czech population in the area of waste management. Education is one of the basic pillars of strategic planning in a company⁸. To some extent it results from the company's authorization obligations, in which the company undertakes to approach at least 15% of the school pupils/students every year with the message communicating benefits of sorting and recycling waste. There are a number of published articles on the importance of education through online communication⁹. EKO-KOM uses a wide range of communication tools, both online and offline to address their clients, i.e. municipalities and citizens. With regard to GDPR¹⁰, it is necessary to ensure the security¹¹ of electronic communication and data handling¹². The message varies across target groups and different communication tools are used, but the leitmotif of all channels is to raise awareness of proper waste management, in particular proper waste separation.

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- 8 NAVRÁTILOVÁ, D., PAWLICZEK, A.: Strategic Planning in Enterprises of Different Size - An Empirical Study. In JEDLIČKA, P. (ed.): *Hradec Economic Days 2014: Economic Development and Management of Regions, PT V*. Hradec Králové : Gaudeamus, 2014, p. 77.
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1.1 Online Communication Tools

EKO-KOM's online communication tools can be divided into two categories, websites and social networking sites. The main website of the company is the official one *ekokom.cz*. The site serves mainly company's clients and other cooperating entities such as municipalities, collection companies or waste treatment and treatment companies. Individual sections of the website are created with regard to requirements and needs of these entities. The general public can learn here more about the functioning of the whole EKO-KOM system. Other websites of the company serve purely for promotional and educational means. Starting with the youngest target group covering elementary school pupils and children (Alfa and Y generations) there is a website called *tonda-obal.cz*. The site is divided into two sections based on age groups, one section aims at children younger than eight years old and the other section is for older children. The section for younger children has more graphic nature and it is assumed children will cooperate with their parents while using it. The other section involves more practical information. Generations Y and Z are educated via a website called *samosebou.cz*. Its main goal is to draw attention to the topic of waste sorting and recycling and target areas otherwise almost impossible to reach with this kind of matter. The advantage of this site is its striking and playful design with a great potential of attracting the right target audience. The way the company has chosen to do so is putting the waste recycling issue into the right context and link it with topics people are generally interested in, such as lifestyle, trends or celebrities. Another website run by the EKO-KOM company is a page *jaktridit.cz* that should serve the general public. It provides a simple and easily grasped message on how to sort waste and the positive influence it has on the environment.

And lastly a website named *jakvkuchyni.cz* is aimed at everyone keen to try new recipes, interested in news from the food industry or those who care about waste sorting. At this site the company uses current popularity of online cookbooks, which have the advantage of being available anytime, anywhere. The site also directs preventing waste by advising people on how to cook without residue. At the same time it tries to point out the possibilities of cooking from ordinary and local ingredients. To increase the reach of *jakvkuchyni.cz*, the website is linked to the homonymous pages on Facebook and Instagram and with the increasingly popular form of YouTube channels communication. Another communication tool with a great potential to address people are social

networks. The general opinion used to be that social networking only attracts younger people, i.e. generations Y and Z. But then with creation of social networks such as Instagram the younger generation switched from Facebook to Instagram. According to a research done in the USA in 2018 (Chart 1) Facebook had the most of its users within the 18 - 29 age category followed by the 30 - 49 category. In the same year Instagram users were aged from 13 - 17 years old and from 18 - 29 years old. It is necessary to emphasise that Facebook has a fairly high numbers of users between 50 - 64 years old and 65+ whereas these age groups do not use Instagram much¹³.

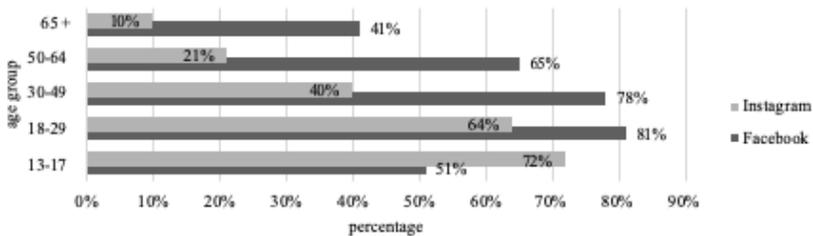


Chart 1: Facebook and Instagram users age distribution

Source: Own processing

The Czech Statistical Office¹⁴ has carried out similar research covering the use of social networks in the Czech Republic. The results presented in Chart 2 confirm that social networks are in the long-term used mostly by the age group of 16 - 24 years. However, the highest year-on-year growth between 2017 and 2018 (11%) was recorded for the 25 - 34 age category. On the contrary, the smallest increase occurred in the age category 65+. On the basis of the above, social networks must be seen as a tool not only for the youngest generations but also for other age groups, albeit to a lesser extent.

13 WEST, D.: *Social media demographics to drive your brand's online presence*. [online]. [2019-10-11]. Available at: <<https://sproutsocial.com/insights/new-social-media-demographics/#Instagram>>.

14 *Jednotlivci v ČR používající sociální sítě pro soukromé účely, 2013 až 2018*. [online]. [2019-10-11]. Available at: <<https://www.czso.cz/csu/czso/nakupovani-pres-internet-jednotlivci-pro-soukrome-ucely>>.

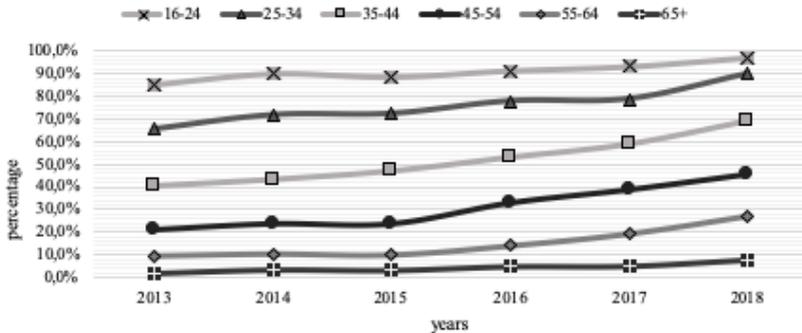


Chart 2: Share of Czech population using social networks by age group

Source: Own processing

Among the most known Facebook page of the EKO-KOM Company is: *"Má to smysl, třídím odpad! – It's worth it, sort your waste!"*, which is also the main claim of all company's campaigns. Number of followers of this page, which was set up nine years ago, has gone up in the past two years by 20 % to 109 780 (as of October 2019). The reach of the site corresponds to one per cent of the Czech population. Thanks to the long-term targeted work on this site, the company has managed to keep the followers active. The reasons why the followers are engaged seem to be the possibility to communicate with the page managers in the form of posts or private messaging. The page also detects an above-standard content share. Following the current trend, which is showing that people prefer specific inquires on social networks to independent information search, the concept of the page with the above-mentioned number of followers has a great potential to positively influence environmental behaviour of a significant portion of the population. Another Facebook page set up three years ago *samosebou.cz* is linked to the already mentioned website. As of October 2019 it had 20 413 followers. Despite lower number of followers, its users also keep active here. They are interested in the topic of sorting and recycling, often under discussion with administrators and discuss and consult with each other. Besides Facebook the EKO-KOM company also uses Instagram. The number of followers of *samosebou_tridim* account that was set up in 2016 has increased by a record 556 % over the past two years. In October 2019, the profile has been followed by a total number of 4 894 Instagram users. By using short posts, the company has been trying to attract the attention of followers in order to link them to some of their webpages providing additional information. An indisputable advantage of Instagram is the use of hashtags that can

bring new followers to the profile. Altogether the online communication tools of EKO-KOM company can be evaluated as easily available whenever there is an internet connection. Online tools provide quick feedback¹⁵. If a citizen needs to know how to sort, there is an easy solution in looking up any of the websites of the company. Also on social networks, the company's managers answer any inquiry very promptly. The reach of posts increases by the share rate of social networks users.

1.2 Offline Communication Tools

But of course, among the first communication tools EKO-KOM has used were the offline tools. The highest reach among all the target groups is through *TV spots*. The company started to use TV spots back in 2003. Each campaign has reflected the changes in consumer behaviour in the society. At first, the campaigns were created to motivate citizens to sort their waste, nowadays, the spots are rather reassuring them that they are doing the right thing sorting their waste. In 2019 the company created a new campaign that is showing that individual types of waste can be recycled into new products. According to EKO-KOM, in 2018, television intervention reached almost 89 % of the 15+ target group, which is 8,020,365 people. In total, almost 93% of the population aged 15+, which represents 8,391,092 citizens¹⁶, was cumulatively reached with the Internet campaigns in the same year. The core offline activities of the company include various forms of personal marketing. The company organizes following events for schools:

- *Seminar for primary school teachers "Waste and packaging"*, where they learn via lectures and discussions about waste generation, its composition, sorting, processing, and disposal. They are also taken on an excursion to waste treatment and sorting facilities. What the company has found advantageous, when combining lectures and excursions, is the possibility of direct consultation on ways to educate pupils in waste management. Teachers receive materials they can use in their classrooms.
- *Educational exhibition on the processing and recycling of packaging "Tonda Obal na cestách – Tonda Obal on the Road"*, is a mobile, professionally lectured exhibition educating pupils, especially in the

15 NOVOTOVÁ, J., SIMOVÁ, J., VÁVROVÁ, J.: Online communication about accommodation facilities during the collection of customer feedback. In *Ekonomika a management*, 2016, Vol. 10, No. 3, p. 2. [online]. [2019-10-13]. Available at: <<https://www.vse.cz/eam/277>>.

16 Remark by the authors: Internal source of EKO-KOM.

- second grade of primary schools, in the field of waste sorting. The exhibition has been prepared in a fun way and pupils do series of activities and tasks during which they learn about recycling. Since its inception, more than 2 million pupils from all over the Czech Republic have participated in the exhibition¹⁷.
- *Traveling theatre performance O Balynce*, which teaches children from kindergartens and primary schools to sort waste in a fun and playful way. According to EKO-KOM, in 2018, 26,144¹⁸ children saw the show.

EKO-KOM didactically supervises regional educational waste centres, providing them with practical experience in the field of waste recycling and treatment. In these centres, the pupils come across workshops and lectures on recycling and waste management with the possibility to ask any questions they would like. EKO-KOM states that in 2018, more than 6,800¹⁹ pupils visited the waste centres. The company also targets the general public in their offline activities, specifically via the following events:

- *Barevné dny – Colourful Days*, which is basically an outdoor version of the already mentioned *“Tonda Obal na cestách – Tonda Obal on the Road”*. The company uses this road show to attend various events organised by municipalities and local festivities, where a high number of people is expected to show up. The upside of this road show is that it can help to approach even those citizens not interested in the waste sorting and recycling whatsoever.
- *Čistý festival – Clean Festival*, is a project people can come across at 20 selected music festivals in the Czech Republic. The main point of this project is to let festival visitors separate the waste they used and by setting up stands with promoters also educate them on why it is important to do so. In 2018, about 25 thousand people visited the zones set up within this project and 334 thousand people separated waste during their stay at the festival. The main goal was to teach the visitors how to separate waste so they learn it and do the same at their households²⁰.

17 *Tonda obal na cestách*. [online]. [2019-10-13]. Available at: <<https://www.ekokom.cz/cz/ostatni/o-spolecnosti/nase-projekty/tonda-obal-na-cestach>>.

18 Remark by the authors: Internal source of EKO-KOM.

19 Ibidem.

20 *Jak funguje Čistý festival*. [online]. [2019-10-13]. Available at: <<https://www.cistyfestival.cz/informace-o-cistem-festivalu/#timeline>>.

- *Brána recyklace – The Recycling Gate*, is a road show presenting the inhabitants of Czech cities and towns with specific products made mostly out of recycling packaging waste. The company works with the idea that real experience works better than just, for instance, reading about the subject. In 2018, residents of 18 towns and municipalities of the Czech Republic had the chance to get acquainted with real recycled products²¹.

EKO-KOM also focuses on local-level communication tailored to specific cities or regions. These are especially leaflet campaigns characterized by high accuracy of their reach control and stickers on waste containers, which are the most sought-after source of local information on waste sorting. Furthermore, EKO-KOM, in cooperation with public administration, organises or co-organises various seminars, conferences and excursions on the topic of waste management. That way, individual public authorities can obtain timely and sufficient information about the present and future in this area, so that they can make responsible decisions when adjusting and developing municipal systems of municipal waste management. Generally speaking, the main advantages of EKO-KOM's offline activities are the direct contact with desired target groups as well as waste management experts and moreover, the possibility of physical contact with presented subjects, the opportunity to actually try them out. The feedback is immediate. In the case of indirect offline communication, the advantage is certain time independence - the spot on the television can be watched at any time of a day, stickers on the containers are placed there permanently.

2 The Impact of Marketing Communication on Environmental Behaviour of Czech Citizens

In various sources, it is often said that the Czechs are a nation of waste separators. This statement is true to some extent, as according to EKO-KOM data, up to 73% of the Czech population²² sorts waste. At the same time, there are up to 21% of the population who do not sort waste at all, but some of them consider it likely to start sorting in the future, which

21 *Aktuality*. [online]. [2019-10-13]. Available at: <<https://www.branarecyklace.cz/cz/aktuality>>.

22 *Výsledky systému EKO-KOM za rok 2018*. [online]. [2019-10-14]. Available at: <https://www.ekokom.cz/uploads/news/id721/TZ_Vysledky_2018.pdf>.

can be seen as a positive trend. They state that an important aspect that could help them start sorting waste is the vicinity of containers at the place of their residence and something to convince them about the importance of waste sorting. This implies that individual tools of marketing communication have the potential to positively influence environmental behaviour of Czech citizens, especially their motivation to separate waste. The development of the Czech Republic's participation in municipal waste separation over the past 10 years, since EKO-KOM has been carrying out a continuous nationwide communication campaign towards the consumer, is illustrated in Chart 3.

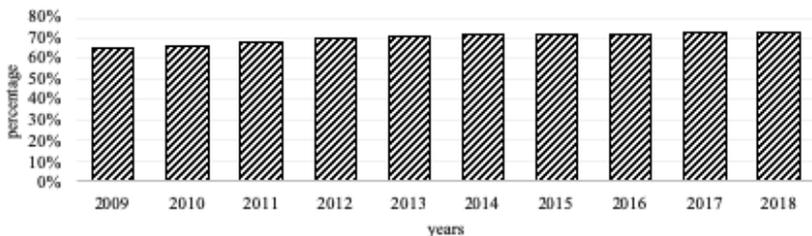


Chart 3: Population of the Czech Republic actively sorting waste in 2009–2018

Source: Own processing

The chart (Chart 3) shows that in recent years EKO-KOM has been successful in meeting one of its basic long-term communication goals, which is to maintain or increase the partaking of the population in waste sorting. The challenge of increasing the number of people who actively sort waste is presented by those 11% of citizens who do not sort waste, but who are somewhat inclined to do so. An interesting finding was brought by the results of the 2018 survey for ECOBAT²³. It shows that the age group sorting waste the most is the one between 54 to 63 years of age. This group reached the highest values for all monitored waste types except for batteries, where it was only one per cent outperformed by the 36 - 44 age group. The youngest age categories were the worst. Specific values for each age range are shown in Chart 4.

23 *Čím starší, tím v třídění lepší.* [online]. [2019-10-14]. Available at: <<http://www.ecobat.cz/index.php/tiskove-centrum/>>.

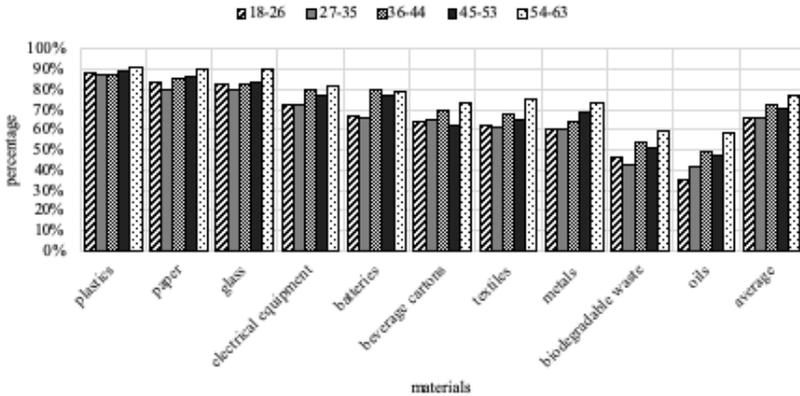


Chart 4: People sorting waste on a regular basis by age group and type of waste

Source: Own processing

Based on the above data, we can say the following about the impact of EKO-KOM’s communication activities. High level of motivation within the age category *54 – 63 years of age* may have resulted from television campaigns and local-level activities targeting the general public. This age category includes a large number of grandparents who, according to EKO-KOM’s findings, often learn about waste sorting from their grandchildren (kindergarten children and primary school pupils - Alpha and Z generations) who have come across some of the EKO-COM’s communication activities aimed at the youngest generation. Moreover, the number of followers in the *54 - 64* age group on social networks, as shown in Chart 2, is not negligible, and as evidenced by EKO-KOM statistics, older age representatives do not only follow, but also actively engage in discussions. The second age group, which is the most actively involved in waste separation, is of people aged *between 36 to 44 years old*. This is a group involving high percentage of parents with minor children who, like the age group *54 – 63*, are motivated through the youngest representatives of the Alpha and Z generations. At the same time, part of this group can be educated through seminars for teachers or public administration, which can also apply to other categories. The share of Czech population aged *35 - 44* using social networks is the third highest, so there is a great potential for their reach too. Relatively surprising are the results of the youngest age generation, i.e. age categories *18 – 26* and *27-36 years of age*. The share of using social networks reaches *97%* with these age groups. Also these age groups are expected to attend various

music festivals where they could have encountered the Čistý festival project activities. Besides that, it is likely that at least some people of the *18 - 26 years age group* went through some of the events aimed at children and youth. While children today seem to motivate their families and acquaintances to sort waste (especially parents and grandparents state them as significant sources of information on sorting), generation between 18 and 35 do not tend to sort waste. In the context of EKO-KOM's communication activities, the main causes of this outcome can be seen in two factors. When the representatives of these ages were children, they grew up in families that had not inclined to sort waste and the EKO-KOM company had not existed yet or their marketing communication had been done without using modern technologies and Internet. This implies that linking offline activities with online activities when educating children is a good strategy. The difference in classification between current representatives of the Alpha and Z generations under the age of 18 compared to the older representatives of the Z and Y generations is striking. Therefore, it can be stated that the combination of online and offline communication tools of EKO-KOM seems to be useful for all mentioned target groups.

Conclusion

One of the most important long-term goals of EKO-KOM is to raise awareness about the topic of waste sorting and recycling among the general public. The company uses a wide range of both online and offline communication tools, some of which are primarily directed at a specific target group and others at the general public. Key target groups include generations Y, Z and Alpha. The online communication focuses most on using websites and social networks. Moreover, the company runs several websites, among the most known *samosebou.cz* or *jaktridit.cz*. Especially *samosebou.cz* tries to attract mainly younger generations, with modern graphics and engaging messages. As far as social networks are concerned, the company has set up profiles on the two most popular: Facebook and Instagram. The page on Facebook with the highest number of followers, in particular 1% of the Czech population, is *Má to smysl, třídím odpad - It's worth it, sort your waste!*. The most followed profile on Instagram is *samosebou_tridim*. Among the most significant offline tools of EKO-KOM are spots on TV, which in 2018 alone addressed almost 89% of the 15 + target group. The core of other offline activities lies, above all, in entertainment lectures with practical demonstrations for

children, seminars and lectures for teachers and public authorities and participation in local events in cities. The impact of these communication tools on environmental behaviour of Czech citizens is considerable. Number of people sorting their waste in the Czech Republic is gradually increasing, both in total and in individual age categories. Based on statistics and surveys carried out by EKO-KOM, the use of combined online and offline communication tools seems to be the best solution for marketing communication strategies of the company in order to achieve positive results by using their appropriate combination and coherence with the above-mentioned target groups.

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Contact data:

assoc. prof. Ing. Roman Kozel, Ph.D.
VŠB – Technical University of Ostrava
Faculty of Mining and Geology
17. listopadu 2172/15
708 00 Ostrava – Poruba
CZECH REPUBLIC
roman.kozel@vsb.cz

Mgr. Ing. Anežka Podlasová
VŠB – Technical University of Ostrava
Faculty of Mining and Geology
17. listopadu 2172/15
708 00 Ostrava – Poruba
CZECH REPUBLIC
anezka.podlasova.st@vsb.cz

Ing. Petr Šikýř
VŠB – Technical University of Ostrava
Faculty of Mining and Geology
17. listopadu 2172/15
708 00 Ostrava – Poruba
CZECH REPUBLIC
petr.sikyr.st@vsb.cz

CHILDREN IN THE BOXE RING OF TODAY'S WORLD

Denisa Kralovičová

Abstract

This paper deals with some basic areas that are worth to be taken into consideration in terms of influencing today's children. These are as follows: psychological point of view, children as target group, marketing focusing on children, online and offline marketing communication, media and education, legal regulation and ethics code. Regarding this paper, it tries to answer some crucial questions dealing with children from all of the above mentioned perspectives.

Key words:

Education. Ethics. Factors. Marketers. Media. Online and Off-Line Marketing Communication. Psychological Point of View. Target Group Children.

Introduction

Children are considered to be a very influential target group, so they are interesting and catching group for the market and marketers. Many of them have their own finances and are a key factor in terms of making family decisions dealing with spending money and buying e.g. food, technical equipment, family holidays, clothes etc. Compared to past, they influence their parents and grandparents much more considerably in terms of investing family money. Marketing and other specialists have found various ways to approach children's consumer. Good communication (online and offline as well) is a key factor of increasing demand for the products.

1 Psychological Point of View

Regarding psychological point of view, there are various psychologists, who tried to describe development of a soul - stages of a man. The American psychologist and psychoanalyst Erik Erikson brings a psychosocial theory in which he describes eight periods of human life that every person has to go through during his life. Sigmund Freud, a psychological theorist, who focused on personality development, emphasized the role of early childhood and childhood in shaping the person's character. Regarding our topic, we will use the **stages of man** divided according Maria Vagnerova, because we find it the most practical

and directly connected with our topic. The stages are as follows:

- prenatal period – until a child is born,
- neonatal period – 1st month – time to adapt to new environment,
- infant period – from 1st month to 1 year – individual differences begin to be shown more,
- toddler age – from 1st year to 3th year – independence and releasing from different binds,
- pre-school period – from age 3 to 7 – differentiation of the relationship to the world,
- school age – from age cca 6 to 15 – official entry to society,
- early school age (from 6 to 9);
- middle school age (from 9 to 11-12);
- older school age (from 11-15 to 15);
- growing up – adolescence period – from 10 to 20 – complex transformation of personality,
- adulthood – from age 20.

The purpose of this part is not to describe each and every stage in details, it is to emphasise its importance in terms of being a starting point dealing with our topic. There are more facts, which are closely connected with four key factors, which are to be mentioned later on. There are four **key factors** which are to be stressed in this part of the paper, which are as follows: family, school, free time and values. Family has always been considered to be the post influential factor for socializing and parents are those, who show a child the first border of what is accepted and what is not. Is it still nowadays? They transmit cultural patterns to children and are considered to be the key players for the future of child in private, as well as professional life. School is the place where a child spends most of time five days of the week. What is more, it is the place where the child gets the first objective feedback, without being protected by her/his parents. The child faces some social norms, learns to present opinions, develops the skills as well. The role of leisure time is now increasingly recognized, especially as it comes to children and adolescents, because it gives them the opportunity to know themselves and outside world, allowing them to realize themselves in all sorts of ways activities based on their own needs and interests. It is not only organized free time but unorganized free time, which role is very important. The children spend quite a lot of time with friends and some parents underestimate the role of friends, but they are absolutely crucial partners for children's lives. Recently, Junak's research has shown that 2nd biggest concern of today's parents in relation to their children is that they "catch the wrong group".

But this is what is decided during a younger school age. Regarding the values, the influence of the socio-economic status of parents and their education is very important in the childhood. And always the same: The higher the position and higher the education, better for children.

Regarding the previous points, we would like to focus our attention to value researchorientation of children aged 6 -15 as a whole. The aim of the survey conducted in 2010 and 2011 among more than two thousand Czech children was to find out and describe how they themselves asses the role of selected actors in different areas of their lives, how they judge and feel in different key environments, what are their values and life attitudes, how they are satisfied with their lives, what do they really expect from it, stratification of leisure time, time spent with television or the Internet, the meaning of friendsand attitudes towards school etc. The findings of this research are as follows:

- influence of socio-economic status of parents and their education on the value world of children, their organized and unorganized leisure, life priorities and overall relationship with life has proven crucial;
- importance of key players in the child's life, including the Internet influence and other communication tools change noticeably with the growing age;
- influence of parents, teachers and other authorities on children gradually decreases, the influence of friends has been growing significantly and they also appear to be the most important characters in children's life;
- influence of electronic communication tools has also been increasing;
- children, who spend their free time actively in organizations providing leisure and non-formal education (e.g. clubs), feel happier, happier in life and experience less boredom than others;
- with increasing age, the willingness of children to receive morally harmful behaviour increases.

2 Children and Marketers

Children began to be seen as one of target market groups in the sixties of 20th century. There are more reasons for considering children and adolescents as individual target group by marketing specialists. They have the power to influence their parents and grandparents to make a purchasing act. They are no longer considered to be tomorrow's consumers, but as customers having this power. We focus our attention

mainly on pre-school and school age as children are easily to be influenced. Pre-school period is characterized by development of motorics, the child is able to manage activities, which require more complex movement coordination. They live at present and their attention is unstable. The marketers are able to increase children's interest in ad tracking, as well as the feeling to own something. They do it by the right choice of elements used in the ad. Practically, children in the family are involved in the purchase of any household products and services; in the transferred meaning, they have the most important word. Children as a target group are divided into three types, which are as follows:

- children as primary market – children, who have the ability to manage their own finances (pocket money) and decide on their use,
- children as secondary market – products and services are purchased by parents, who are influenced by demands, needs and wishes of children,
- children as potential market – traders and marketers have been trying to build relationships, build their affection and loyalty to their brand from a child's age in the future shopping decision.

Child consumers are very special and sensitive consumer groups their purchasing behaviour is mainly driven by emotional nature. They are very naive and not skilled enough, so they become an easy victim for traders and marketers. According to Greskova, there are **child consumer types by values and attitudes:**

- **Leader** – he would like to become a crew leader. He does not just want to copy the usual ways, but to create new trends, boundaries and habits, while spending his free time more with friends than family, proving something revolutionary for humanity, to be famous and rich.
- **Fashion slave** – he adapts to new fashion trends, spends his free time on the Internet, his style of clothing expresses his personality and position. He is usually very airy, longing for wealth to buy whatever he wants.
- **Idealist** – he does not long for wealth and fame, he is very creative, obeys rules and is very quick to learn. Entertainment is not very important for him.
- **Layabout** – he does not need any parties, fashion pieces even somehow extremely fit into the crew. Wealth and playing of computer games is very important for him.

Children born between 2010 and 2025 are children of the **Alpha generation**. They are very natural in terms of using smart phones (iPhone, Android) and other technically sophisticated equipment and therefore they are considered to be the most advanced generation in digital skills. It is also expected to be the most advanced and richest generation to present. There are some characteristic attributes dealing with alpha generation, which are as follows:

- children are not afraid of trying new technologies and are more technically skilled than their ancestors at the same age,
- social media is their second home and they are part of it,
- there are high demands on education (university degree is a sort of must),
- so many of them came into contact with artificial intelligence (such as Apple's smart Siri voice assistant or Google Assistant) and are natural to communicate and work with it, opening up a new realm of digital marketing to merchants and marketers,
- they are expected to be more isolated from real life and less satisfied with it too, so they will have high demands on goods and services due to compensate their dissatisfaction.

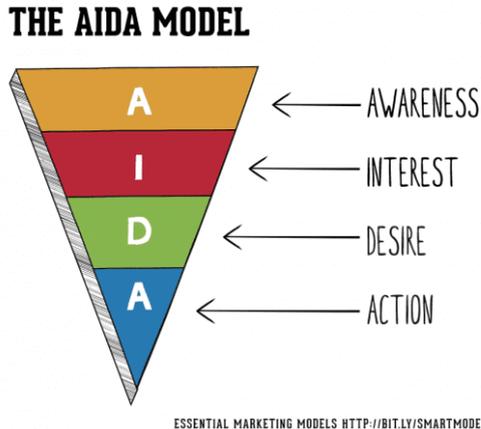
Buying behaviour of children and their purchasing is crucial to be noticed here. As it is very extensive topic, we will deal with it much more in details in a different separate article. What is inevitably to be mentioned in this connection is the fact that human (including children of course) is strongly influenced by motivation, which is closely connected with well known **Maslow's hierarchy of needs and AIDA model**. Maslow's hierarchy of needs demonstrates the following picture:



Picture 1: Maslow's hierarchy of needs

Source: *Maslow's hierarchy of needs*. [online]. [2019-06-06]. Available at: <<https://www.google.com/search?q=maslow%27s+hierarchy+of+needs+examples&tbm=isch&source=univ&client=firefox-b-d&sa=X&ved=2ahUKewjNmL6m39TiAhUQJ1AKHWPKBWUQsAR6BAgEEAE&biw=1920&bih=966#imgrc=WQNwXk5FzqbpM>>.

Each business entity that intends to achieve its objectives must follow AIDA model. The name of this model consists of English words attention, interest, desire and action. Communication following this model works on the principle of promoting a product in a way that it engages the children and gets their attention. Gradually, children should have the desire to own the product and finally, they should make an action to get the product. The following picture demonstrates AIDA model:



Picture 2: AIDA model

Source: *AIDA model*. [online]. [2019-10-11]. Available at: <<https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/>>.

Summing up these two models, Maslow's hierarchy of needs is more general model of human behaviour and AIDA model is more specific, being connected with marketing and marketing communication as such, based on psychology of the previous one.

3 Marketing Communication

Regarding **communication mix**, it consists of advertising, sales promotion, direct marketing and PR. As it comes to children as a target group, we will focus mainly on advertising as it is one of the most influential tools that the marketers use due to get children audience. We will partly discuss the remaining ones as all of them are closely related and interconnected. Marketing communication focusing on children is inevitably very strong tool for the marketers to increase their profits. In this respect, it is important to refer to online, as well as offline communication and its specifics dealing with children. Parents are attacked permanently to buy some goods for children, being offered these goods offline on a daily basis. For example, when visiting a small shop, a bank, buying food, clothes etc. The children are attacked by adverts on a daily basis e.g. when watching the fairy tales. There are various techniques which are used such as repeating of adverts, use of

various eye-catchers, characters typical for brand e.g. Mc Donald's and its typical character of the clown Ronald, celebrity endorsement (famous celebrities), viral marketing etc. These techniques are more or less traditional. As marketing is a dynamically developing industry, various new techniques have been developed due to reach children and influence them. These are as follows: stealth marketing, advergaming, use of brand pushers, product placement etc. As it comes to stealth marketing, people are not aware of the active present influence of adverts on their personality. It is an inserting content in movies, online-world and video games. Advertgaming is the process, where the advert message, logo or other information is a part of online or offline video game, e.g. sport games such as NHL, FIFA etc. in which the eye-catchers of many companies are found as Mc Donald's, Adidas etc. Regarding Mc Donald's and its communication, its internal communication is divided into three levels such as international level communication, national level communication and local communication as such. Individual components of international communication policy are as follows: advertising, sales support and PR. Another used technique we noticed is brand pushers. These are people paid by companies. Their role is to promote the company's products orally. What is pretty interesting phenomenon of today is youtubers. Their target group is mainly Z and alpha generation. Regarding their vlogos, they present some goods of the company they have an agreement with and are frequently given this product as a gift. E.g. Slovak youtuber GoGo and his backpack and notebook from Asus. Product placement is a technique of placing the products to TV program, so it doesn't look like advertising. E.g. Panelak (Orangina, Billa etc.). It is frequently used technique nowadays. Mc Donald's frequently uses premiums technique such as Happy Meal. Premiums is a British expression for technique, which is based on the principle of giving some certain products, which are part of the main product, for free. It is mostly the toys. The last example is the elements of audio-visual production such as action, music and sound effects. Czech refrain of the song Bobik is quite well known.

Regarding some specifics of communication mix on the Internet, it is made up of advertising, PR, sales promotion and direct marketing too. We well deal with online communication much more in details as it is still an unexplored area. It is well-known fact that a lot of children spend their free time by watching TV or using the Internet. Advertising targeting children is always present either on TV or the Internet (e.g. food advertising, games, toys, clothes etc.) As it comes to online communication, „ Calvert explains that paid advertising to children

primarily involves television spots that feature toys and food products, most of which are high in fat and sugar and low in nutritional value. Marketing approaches have never led to online advertising and to so-called stealth marketing techniques, such as embedding products in the program content in films, online, and in video games.⁴¹ One study was proposed to check collection of personal information from children online. „The authors content analyzed 166 children’s Web sites in late May and early June 1998. Almost all (n= 1631 were revisited in July 1998 to assess possible changes due to the FTC’s release of its online privacy report It appears that children are not well protected online. A majority of Web sites collect information from children without either disclosure or effort to elicit parental involvement.“⁴²Another study focusing on online communication dealing with food was made. Marketers use various creative methods to engage children online, entertaining them, offering nice rewards and promoting products through interactive activities. Online media is monitored much less than conventional media and little is known about online marketing of food for children. This study seeks to examine policies related to food marketing in three high-income countries, France, Spain, and the USA, and their impact on the methods that are used by the marketers to engage children.

4 Other Issues

There are more areas, which are directly connected with this topic such as **media, food and education**. We will deal with it in the following subchapters. Regarding children and media, one of the main media efforts is to get and keep media attention, while using various techniques and methods. Hradiska explains this pulling in mechanism on the base of activity which is based on media content engulfment and this is manifested by identification with media heroes, ideas and topics. There are various researches, which deal with this topic. International research agency Kantar Millward Brown made a research in 2010 that focused on children and advertising. This research proved that children spend

1 *Children as Consumers: Advertising and Marketing*. [online]. [2019-09-12]. Available at: <https://scholar.google.sk/scholar?q=Children+as+Consumers:+Advertising+and+Marketing+%5Bonline%5D.&hl=sk&as_sdt=0&as_vis=1&oi=scholart>.

2 *Online Privacy issues Associated with Web sites for Children*. [online]. [2019-09-12]. Available at: <https://www.tandfonline.com/doi/abs/10.1207/s15506878jobem4402_3>.

their free time the most frequently by watching TV. 81% of respondent up-to age 15 claimed that. Comparing these facts, we would like to mention research made in Czech Republic in 2012 called Keys for life. 92% of children aged 13-15 answered that they spend their leisure time by watching TV. 75% of children aged 6-9 claimed the same. British company Ofcom, examined time, which children spend by using media on weekly basis. The results show that children aged 3-7 use TV the most frequently. The Internet and various games was the second. Children aged 8-11 do it in a very similar way, as well as the youths aged 12-15 (this category spend on average 14 and a half hour by watching TV, they spend even more time on the Internet or mobile phone). All of the above mentioned researches prove that children are influenced by TV on permanent basis. This is a very good challenge for marketers and sellers, advert sponsors and creators.

Regarding children and food, there are various forms of food promotion for children – advertising on TV, outdoor advertising, print, social media and online world, tastings etc. “It is especially the effectiveness of TV advertising that has come under close scrutiny in recent years.”³ American Journal of Public Health focused on this topic much more in details. The results of research which was done were as follows: food was 2nd most promoted product. The highest frequency was advertising focusing on fast food, sweets, chocolate, high and low fat dairy products, high sugar products, high-salt spreads and sauces and full cream dairy products. International scientific magazine Appetite posted an article, which focuses on the most advertised products among children. The research shows that 1st was too sweet breakfast cereals, lemonades, sweets, fast food. The authors emphasised the fact that adverts, gifts for children and wrapping attract children and increase interest in the product. The studies in that article proved that marketing communication really influences children, their knowledge, preferences, shopping habits, consumer behaviour plus brand choice. The sellers started to use technique premiums (using cartoon characters due to sell unhealthy products). E.g. Happy Meal from Mc Donald’s. As it comes to school and pre-schools children, they also prefer buying products, which they saw in adverts. Regarding education, media education teaches children to handle media content and media offer. Petranova, Kacinova and Vrabec deal with this topic in Slovakia. Petranova claims that the main aim of

3 HULAJOVÁ, L., UNGEROVÁ, M.: *Media, Marketing, Communication and Politics*. Trnava : FMK UCM in Trnava, 2018, p. 34.

media education is to use media reasonably. Vrabec emphasises effective coexistence with media (user is not just passive use of its content, but is able to find his bearings in it). Media literacy is closely connected with media education. It is ability to understand media contents, no matter of used channels. Buckingham claims that media literacy develops critical thinking and creative skills.

5 Legal Regulation and Ethics Code

Marketing is regulated by system of law, as well as the other sectors. Regarding child's user, advertisement (especially TV advert) is considered to be one of the most influential tools. We can say that advertising nowadays is strongly controlled industry, while being managed by legislative adjustments in various countries, as well as ethical self-regulation by means of Ethical code. As it comes to Slovakia, there are as follows: Law on Advertising and Amending certain laws and Law and Broadcasting and Retransmission Act (5th part of this act deals with juvenile protection). For example, it is banned to broadcast the programs that disrupt mental, psychological and moral development of children. As it comes to abroad, there is legal regulation that deals with marketing, promotion and advertising as well. Regarding Great Britain and Netherlands, there is an act, which bans advertising on high sugar products during children programs. Ireland bans using famous people and cartoons characters in adverts and if so, they have to be used to promote healthy lifestyle. They also should not support fast food as a part of healthy lifestyle. Regarding Ethical code of advertising in Slovakia, there is Advertising board (RPR) - ethical self-regulation authority for advertising. Its main goal is to spread honest, sincere, decent, legal and true advertising in Slovak republic. Head 7 deals with children and article 47 defines some basic principles. For example, not to misuse target group natural dupability and lack of experience. Another important fact to be worth noticing is that it is banned to suggest the juveniles that they will become sub man if they do not own the advertised product. There is also a part in this code that instructs the scenes in advertising to be distinguishable between those that are real and fantasy. RPR deals with breaking of this code too (e.g. Miro Jaros and his song Puppy in 2018 or Raiffeisen – Bambulka in 2014). There are also some positive aspects of advertising focusing on children. Children can be informed about some profitable information or products as Zihadielko, Take a ball not drugs etc.

Conclusion

Summing up the previous points, we have emphasized the key factors, which are important in terms of this topic, as well as the stages of a child with its appropriate descriptions. We have also pointed out children as a target group for marketers and marketing communication point of view, both online and off-line environment. Finally, some specifics dealing with this topic have been noticed such as media, food, education, legal regulation and ethics code. Our afford was to provide an overall view of the issue. By making further contributions on this subject, we would like to focus our attention on buying behaviour of children as such, but it is the matter of the next paper to be written.

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Contact data:

Mgr. Denisa Kralovičová, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
denisa.kralovicova@ucm.sk

AUDIT TESTING OF PERSONAL DATA ON SOCIAL MEDIA

Václav Kupec – Přemysl Písař

Abstract

The continual blurring of the boundaries between live reality and digital reality is a phenomenon of today's era. This fact brings with it both positive and negative impacts on all of society. Social media continuing user personal data forms an important part of the process in question. The testing of such data uses auditing approaches that can help analyse the links between users and social media. The objective of this essay is therefore to audit the level at which users share personal data on a selected social media platform. The reason is that certain users of social media can be hypothetically presumed not to concern themselves with the security of their shared data. It is therefore important to address these questions as part of scientific/research objectives. The execution of this objective has been achieved through experimental testing of a Generation Z study sample. Specifically, this was performed using the PAPI methodology and by calculating Cronbach's alpha in the statistical program IBM SPSS. The dependencies determined were subsequently defined primarily using the Pearson correlation coefficient. Other testing consisted of analysing the sample of user profiles of selected social media. The results were statistically summarized and were then submitted for audit recommendations; the conclusions were addressed as part of the technical discussion. In conclusion, it has been recommended that modern users of social media be trained in and comply with security rules when sharing personal data. This will contribute to general adaptation to its new association with social and economic processes.

Key words:

Audit. Management. Marketing. Risk. Social Media.

Motto

"Don't say anything online that you wouldn't want plastered on a billboard with your face on it."

Erin Bury

Introduction

In 2020, an estimated 40 to 50 billion things will be digitally connected (the Internet of Things).¹ This prediction is supported by the fact that the modern world is full of digital technologies. Their users make abundant use of social media and share their personal data. This data has been described by Nezmar as an economic asset that is traded by exchanging it for higher quality products and services.² Sharing personal or real user data in a digital environment can, however, lead to exposure to entirely new risks. The aforementioned risks compel users, particularly from the generation of digital natives,³ to change their behaviour between the real and digital world. The reason is that there are fundamental differences between these worlds, primarily in the use and security of personal data.⁴ The following study has been designed to monitor these discrepancies, verify the options for balancing them, and educate target audiences. It uses modern auditing approaches to answer pressing questions, eliminate digitally-focused risks, and propose measures for mitigating those risks.

1 Review of Literature

The modern audit uses a variety of procedural processes, just as it manages to apply multiple analytical techniques. The basic definition of auditing was provided by Müllerová, who sees auditing as a scientific discipline for observing and learning selected facts.⁵ It is therefore important to denote the area that will be learned or audited. In the context of the marketing/media focus of the following study, the technical approach to the audit is determined according to the teachings of the collective of Kotler, who defines auditing as the verification of the marketing environment,⁶ which

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2 NEZMAR, L.: *GDPR: Praktický průvodce implementací*. Prague : Grada Publishing, 2017, p. 20.

3 PRENSKY, M.: Digital Natives, Digital Immigrants. In *On the Horizon*, 2001, Vol. 9, No. 5, p. 1.

4 ŽULOVÁ, J., ŠVEC, M., MADLEŇÁK, A.: Personality aspects of the employee and their exploration from the GDPR perspective. In *Central European Journal of Labour Law and Personnel Management*, 2018, Vol. 1, No. 1, p. 68.

5 MÜLLEROVÁ, L.: *Auditing pro manažery aneb proč a jak se ověřuje účetní závěrka*. Prague : Wolters Kluwer, 2013, p. 11.

6 KOTLER, P., KELLER, L. K.: *Marketing management*. Prague : Grada Publishing, 2013, p. 291.

is also confirmed by Skelton.⁷ The above theories are subsequently verified by Kupec⁸ in collaboration with Písař.⁹ In this text, therefore, auditing is perceived as an analytical tool. One of the areas of interest where auditing can be used dynamically is social media. "*Today, social media has rapidly become part of how people communicate.*"¹⁰ Social media is thereby a necessary resource for auditing, as demonstrated by Scott – Jack,¹¹ Kupec,¹² or the interdisciplinary claims drawn from the results of the *Report to the Nations 2018 Global Study on Occupational Fraud and Abuse*.¹³ This corresponds to the fact that, according to the collective of Miller, we are spending a more substantial part of our lives on social media.¹⁴ For this reason, the approach to this media in the subsequent text has been derived from the collective of Zhang, who defines it as a place where users communicate using electronic devices.¹⁵

Social media consists primarily of the knowledge chain "*Data – Information – Knowledge*" as conceptualized by Burgin.¹⁶ "*Data are raw material resources, information are data that has been transformed into a meaningful and useful context.*"¹⁷ Truneček follows on the claim by stating that information merely describes action, whereas knowledge are an activity,¹⁸ which is also confirmed by

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 - 17 Ibidem, p. 8.
 - 18 TRUNEČEK, J.: *Management znalostí*. Prague : C. H. Beck, 2004, p. 17.

Maier.¹⁹ In the context of this definition, including the information link of Wiener,²⁰ the postulate has been formulated that users insert their data into social media, there the data becomes information for other users, and information used by social media is transformed into knowledge about users. And yet this knowledge chain of social media contains personal data. One of the significant user groups of social media is *Generation Z*, based on the groupings articulated by Prensky.²¹ McCrindle defines this generation as a demographic group of individuals born after 1995.²² *“Generation Z sees the world through multiple screens, but as evidence by their we-centric attitudes, they recognize that societal issues are much larger than just themselves.”*²³ As part of this concept, *Generation Z* is perceived as a set of actors who interact with one another and influence each other.²⁴ From the research conducted it is clear that comparing, recognizing, and auditing the associations of the media environment,²⁵ in the concept of Petrů – Zich²⁶ or Lukáč,²⁷ is an important part of understanding socio-economic associations.

2 Material and Methodology

The material studied is selected data that is methodically tested using auditing approaches per Kupec.²⁸ The objective of this study is to audit the level at which users share personal data on a selected social media

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 - 27 LUKÁČ, M.: Harmonický koncept komunikačnej dynamiky múzeí. In *GRANT journal*, 2013, Vol. 2, No. 2, p. 44.
 - 28 KUPEC, V.: Risk Audit of Marketing Communication. In *European Research Studies Journal*, 2018, Vol. 21, No. 1, p. 125.

platform. The methodology of this experimental testing consisted of analysing the sample of user profiles of the social media specified below. The occurrence of personal data was verified on selected profiles shared within social media (1 – incriminating data shared on user profile, 0 – incriminating data not shared on user profile), as defined by legislation. The results were statistically summarized and were then submitted for audit recommendations; the conclusions were assessed as part of the technical discussion. For statistical summarizing, the collection of data chosen uses PAPI (Paper Aided Personal Interview) per Barb – Alexandr,²⁹ rated using a Likert scale on the basis of the theories of Hayes.³⁰ The preparation of the study and definition of the sample and methodology has been specified according to Gavora³¹ and Giddens.³² Verification of the reliability of tested data was carried out in accordance with the teachings of Kramer – Milev – Kay, namely by calculating Cronbach's alpha, see formulas 1 and 2,³³ in the statistics program IBM SPSS ver. 25. It was essential for subsequently identifying significant factors that their mutual dependencies be determined. This was achieved using the Pearson correlation coefficient, which evaluates the linear dependency of variables and their power; see formula 3.³⁴

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{j=1}^k \text{var}(Y_j)}{\text{var}(Y)} \right)$$

Figure 1: Cronbach's alpha

Source: KRAMER, R., MILEVA, S., KAY, R. L.: Inter-rater Agreement in Trait Judgements from Faces. In *PLoS One*, 2018, Vol. 13, No. 8, p. 2.

where

k is the number of test items,

$\text{var}(Y_j)$ is the deviation of the rating of the j th item,

$\text{var}(Y)$ is the deviation of the total score in the test.

29 BARBU, A., ALEXANDRU, I. M.: Data Collection in Romanian Market Research: a Comparison Between Prices of PAPI, CATI and CAWI. In *Management & Marketing*, 2011, Vol. 6, No. 3, p. 349.

30 HAYES, N.: *Základy sociální psychologie*. Prague : Portál, 1998, p. 112.

31 GAVORA, P.: *Úvod do pedagogického výzkumu*. Brno : Paido, 2010, p. 261.

32 GIDDENS, A.: *Sociologie*. Prague : Argo, 2013, p. 62.

33 KRAMER, R., MILEVA, S., KAY, R. L.: Inter-rater Agreement in Trait Judgements from Faces. In *PLoS One*, 2018, Vol. 13, No. 8, p. 2.

34 TSINTSADZE, A., ONIANI, L., GHOGHOBERIDZE, T.: Determining and Predicting Correlation of Macroeconomic Indicators on Credit Risk Caused by Overdue Credit. In *Banks and Bank Systems*, 2018, Vol. 13, No. 3, p. 115.

For items of type yes/no, the Cronbach's alpha formula is reduced to the simpler Kuder – Richardson formula:

$$\alpha = \frac{k}{k - 1} \left(1 - \frac{\sum_{j=1}^k p_j q_j}{\text{var}(Y)} \right)$$

Figure 2: Kuder – Richardson formula

Source: KRAMER, R., MILEVA, S., KAY, R. L.: Inter-rater Agreement in Trait Judgements from Faces. In *PLoS One*, 2018, Vol. 13, No. 8, p. 2.

where

p_j is the probability of a correct answer to the j 'th item,
 $q_j=1-p_j$ is the probability of an incorrect answer.

$$r_{x,y} = \frac{\text{COV}(x,y)}{\sigma_x \sigma_y}$$

with the corresponding correlation $r_{x,y}$ given:

$$r_{x,y} = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{(n - 1)S_x S_y}$$

Figure 3: Person correlation

Source: TSINTSADZE, A., ONIANI, L., GHOGHOBERIDZE, T.: Determining and Predicting Correlation of Macroeconomic Indicators on Credit Risk Caused by Overdue Credit. In *Banks and Bank Systems*, 2018, Vol. 13, No. 3, p. 115.

where

$\text{COV}(x,y)$ is the correlation of occurrence between x and y ,
 where σ_x is the standard deviation x ,
 σ_y is the standard deviation y .

The entire experiment is based on testing a selection from the aforementioned *Generation Z*. The calculation of this selection from the basic³⁵ set was methodologically derived from the approaches of Kupec³⁶

35 ŠTEFKO, M.: Notice for reasons of redundancy as a measure for discrimination on grounds of age. In *Central European Journal of Labour Law and Personnel Management*, 2018, Vol. 2, No. 1, p. 61.

36 KUPEC, V.: Marketing Information and its Impact on Generation Z. In PETRANOVÁ, D., MAGÁL, S. (eds): *Megatrends and Media: Media Future*. Trnava : FMK UCM in Trnava, 2017, p. 264.

and from the fact that McCrindle specifies the birth year of the generation studied as being later than 1995.³⁷ At the same time, the age distribution of *Generation Z* was intentionally cut off at the bottom boundary of adult age (18 years) and the upper boundary per McCrindle (24 years).³⁸ According to materials from the Czech Statistics Office, as of 31 December 2018 the basic subset of *Generation Z* had 683,000 members.³⁹ For this reason, the selection was specified as 1% of the basic set for this experiment, which amounts to 683 respondents. Data was tested for these respondents that has been posted to social media, as were their correlations. However, the study materials consist of personal data posted by the *Generation Z* sample to the social media specified below.⁴⁰ This data, in the context of applicable legislative definitions, is designated as Nezmar as information about an identifiable or unidentifiable natural person.⁴¹ Personal data as defined in the legislation is divided into general, special, and biometric.⁴² For the purposes of the study presented, the audit is focused on general data, specifically *name, address, age, relationship status, photography, E-mail address, telephone number, and education*. For clarification purposes it must be noted that this data individually made public need not be considered personal, but are considered personal when combined with other information, if used for identifying a person. "For example, Facebook uses posted personal data for communication with users, adjusts its services according to their profiles personal interests, whereby it provides more personalized content and advertising."⁴³ The social media platform where the profiles of individual users are tested in this case is Facebook. And given that it is the most widely represented social media

37 McCrindle, M.: *The ABC of XYZ: Understanding the Global Generations*. Sydney : UNSW Press, 2009, p. 10.

38 Ibidem.

39 *Věkové složení obyvatel k 31. 12. 2018*. [online]. [2019-09-02]. Available at: <<https://www.czso.cz/documents/10180/91917716/1300641907.pdf/6f3c5d4d-c3e7-4afa-bc13-cdfcac6b590a?version=1.0>>.

40 Remark by the author: Some cited authors confuse the terms "data", "information", "knowledge", which has no direct influence on the definition of these terms.

41 NEZMAR, L.: *GDPR: Praktický průvodce implementací*. Prague : Grada Publishing, 2017, p. 31.

42 *Zákon č. 101/2000 Sb. Zákon o ochraně osobních údajů a o změně některých zákonů, ze dne 4. dubna 2000*. [online]. [2019-09-02]. Available at: <<https://www.zakonyprolidi.cz/cs/2000-101>>.

43 NEZMAR, L.: *GDPR: Praktický průvodce implementací*. Prague : Grada Publishing, 2017, p. 20.

in Czechia (4.8 million total users and 3.7 million users per day).⁴⁴ The fact that Facebook is a social media platform is explicitly proven by Smith – Treadaway, who define it as an infrastructure where the user publishes content that they themselves and other users find to be of interest.⁴⁵ This defines the material and methodology of the study.

3 Results

By way of introduction it can be stated that the material validation of the selected data took place according to the methodology specified. The results are also analysed by earlier authorial studies and the scientific project “*Marketing Models in Industry 4.0*” (VŠFS 7429/2017/04).⁴⁶ The confirmation of the postulate arising from the theories and research of the literature presented may be included in the results of the study. Indeed, experimental testing validated the real occurrence of a knowledge chain in social media platforms in which users post their data to social media, where the data becomes information for other users, and information used by social media is transformed into knowledge about users. The reliability of the collected data was the primary focus of testing. The calculation of Cronbach’s alpha for $n = 6$ study factors is 0.768. A Cronbach’s alpha value above 0.7 indicates high reliability and consistency of data. This data may therefore be declared reliable. The analysis of the Pearson coefficient subsequently indicated varying coefficients or results, including the following: 1. For test respondents, protection of personal data and data security has a high degree of importance (0.400). 2. Moderately important for the sample of respondents was the security of their social media profile in relation to the importance of personal data protection (0.146). 3. Least important for them was their own social media profile and its security (0.091). For more details, see table 1.

44 SEMERÁDOVÁ, T., WEINLICH, P.: *Marketing na Facebooku a Instagramu*. Prague : Albatros Media, 2019, p. 7.

45 SMITH, M., TREADAWAY, Ch.: *Marketing na Facebooku*. Brno : Computer Press, 2011, p. 42.

46 KUPEC, V.: First Step of Marketing Audit: Risk Analysis. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Digital Mirrors – part I*. Trnava : FMK UCM in Trnava, 2018, p. 370.

Table 1: Pearson correlation⁴⁷

		The Importance of Personal Data Protection	Data Protection Assessment	Own Facebook Profile	Facebook Profile Security	Facebook Profile Value	Facebook Profile Future Value
The Importance of Personal Data Protection	Pearson Correlation	1	,400**	,313**	,146**	,140**	,202**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000
	N	683	683	683	683	683	683
Data Protection Assessment	Pearson Correlation	,400**	1	,606**	,144**	,241**	,173**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000
	N	683	683	683	683	683	683
Own Facebook Profile	Pearson Correlation	,313**	,606**	1	,091*	,175**	,160**
	Sig. (2-tailed)	,000	,000	,000	,017	,000	,000
	N	683	683	683	683	683	683
Facebook Profile Security	Pearson Correlation	,146**	,144**	,091*	1	,212**	,238**
	Sig. (2-tailed)	,000	,000	,017	,000	,000	,000
	N	683	683	683	683	683	683
Facebook Profile Value	Pearson Correlation	,140**	,241**	,175**	,212**	1	,430**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000
	N	683	683	683	683	683	683
Facebook Profile Future Value	Pearson Correlation	,202**	,173**	,160**	,238**	,430**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000
	N	683	683	683	683	683	683
* Correlation is significant at the 0.05 level (2-tailed).							
** Correlation is significant at the 0.01 level (2-tailed).							

Source: Own processing

47 Remark by the authors: The correlation represents the dependency relationship – i.e. the higher the number, the stronger the dependence.

The audit validation subsequently yielded specific results about the level of sharing of user personal data on selected social media platforms, see Chart 1. The rounded numbers summararily indicate that data directly related to users (*name, address, age, photography, and education*) are shared at over 90% on social media. In comparison, data related to possible electronic contact with users (*E-mail address and telephone number*) are not even shared at 50%. The exception to this is user *status*, which is represented at less than 10% on social media. A detailed explanation of these results was not the subject of quantitative study, and it is therefore possible to estimated only individual correlations between user behaviour and the data presented.

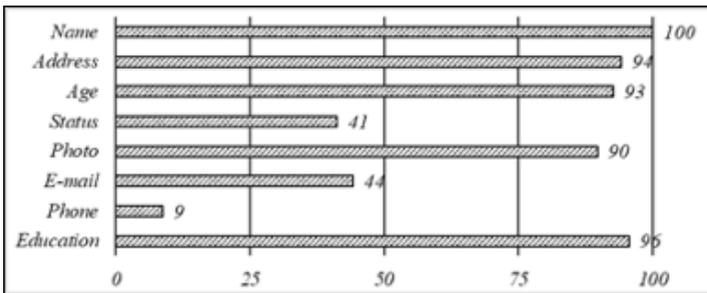


Chart 1: Level of user personal data shared on the selected social media platform

Source: Own processing

According to formalized auditing approaches, it is necessary to formulate recommendations for the stated findings that can subsequently serve as general measures for individual users. It can be stated summararily that the level of sharing of personal data by the sample of users on Facebook is significant for most of the markers monitored. For users who share their data in a similar manner, this can pose a security risk. Technical education can primarily be recommended for users of social media. Secondarily, and laconically, it is also possible to recommend that users observe basic security principles when sharing personal data in the digital space.

4 Discussion

The recorded results of audit testing are an important probe into the issues of social media. What currently seems like safe data sharing may become a security problem in the future. The reason is that contemporary society is undergoing rapid digitization that uses an ever-growing level of personal and biometric data for safe and secure communication. If, however, users share their personal data on a broad basis, this data can lose attributes of uniqueness. It will then no longer be usable for any verification in digital services. Moreover, this data will be usable, or rather subject to abuse, for sales, marketing, and social purposes,⁴⁸ as evidenced by the case of Cambridge Analytica.⁴⁹ Based on the Pearson correlation⁵⁰ and according to the findings above derived from the results determined, a question may be raised regarding the general perception of data protection for the test sample. It is interesting to note that the respondents are interested in data protection in a general sense, but far less so in an individual sense. As a result, they do not concern themselves with the most important security of personal data on individual social media profiles (see Table 1). This is validated by the study presented. From this it is clear that data legislatively defined as personal data is shared by respondents on social media to a significant extent (see Chart 1). Both the strength of the dependence and the strength of the scope complement each other in this study.

The introductory statement about data sharing and exposure to risk on social media platforms was also validated by experimental testing. This was achieved both on a theoretical basis (knowledge chain in social media) as well as a practical basis (perception of security of social media profiles). The applied testing of selected data using auditing approaches can also be implemented in the area of modern enterprise management. For this reason contemporary businesses have become established on social media. The findings referenced from the individual perspectives can be fully utilized in a corporate

48 HORECKÝ, J.: Operation and Action of a Trade Union (in terms of Czech Republic Labour Law). In *Central European Journal of Labour Law and Personnel Management*, 2018, Vol. 1, No. 1, p. 17.

49 SPECTOR, B.: *Constructing Crisis*. Cambridge : Cambridge University Press, 2019, p. 196.

50 TSINTSADZE, A., ONIANI, L., GHOGHOBERIDZE, T.: Determining and Predicting Correlation of Macroeconomic Indicators on Credit Risk Caused by Overdue Credit. In *Banks and Bank Systems*, 2018, Vol. 13, No. 3, p. 115.

environment⁵¹ and adequate attention given to the protection of this data. This should take place above all using auditing approaches in the concept of Písař – Kupec,⁵² Moeller,⁵³ or Kotler – Armstrong.⁵⁴ It is evident from all testing that while residents would never post photographs on the outside walls of their own homes, users of digital walls abundantly post personal photos on the digital walls of their social media profiles. Changing trends are therefore apparent in the perception of the digital space⁵⁵ by *Generation Z*. From this it can be seen that just as the approaches of users of digital space are changing, it is necessary to recommend for the approaches to how the security of data protection is seen should be changed as well.⁵⁶ However, the above conclusions of this study indicate that such an evolution is not taking place. And yet contemporary tendencies and economic trends that are significantly promoting the ongoing digitization of society⁵⁷ require an adequate response.

Conclusion

“Nowadays, a number of high-tech companies from the USA, the EU, China, and Russia (Facebook, Google, Amazon, Apple, Alibaba, Tencent, Rostelecom, MTS, Sberbank, etc.) have already made significant progress in building promising digital ecosystems of the future. The emergence of these ecosystems led to a radical change in the economic landscape.”⁵⁸

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- 51 SADGROVE, K.: *The Complete Guide to Business Risk Management*. New York : Routledge, 2016, p. 20.
 - 52 PÍSAŘ, P., KUPEC, V.: Innovative Controlling and Audit – Opportunities for SMEs. In *Problems and Perspectives in Management*, 2019, Vol. 17, No. 3, p. 184.
 - 53 MOELLER, R. R.: *COSO Enterprise Risk Management: Establishing Effective Governance, Risk, and Compliance*. Chichester : John Wiley & Sons, 2011, p. 4.
 - 54 KOTLER, P., ARMSTRONG, G.: *Principles of Marketing*. London : Pearson Education, 2010, p. 81.
 - 55 ZAUŠKOVÁ, A., BEŽÁKOVÁ, Z., GRIB, L.: Use of Digital Marketing in the Eco-Innovation Processes of a Businesses. In KLIEŠTIK, T. (ed.): *Globalization and Its Socio-Economic Consequences*. Žilina : EDIS, 2015, p. 872.
 - 56 HITKA, M., LORINCOVÁ, S., LIŽBETINOVÁ, L.: Manager’s data in human resource management from the perspective of the work position. In *Acta Oeconomica Universitatis Selye*, 2017, Vol. 6, No. 2, p. 69.
 - 57 ZAUŠKOVÁ, A., BOBOVNICKÝ, A., MADLEŇÁK, A.: How Can the State Support the Innovations to Build Sustainable Competitive Advantage of the Country. In *Serbian Journal of Management*, 2013, Vol. 2, No. 8, p. 255.
 - 58 PETRENKO, S.: *Cyber Security Innovation for the Digital Economy*. Gistrup : River Publishers, 2018, p. 1.

This study is presented based on analysis of risks in Industry 4.0 by way of response to the aforementioned evolution. The reason is that the processes in the environment of live reality and digital reality differ substantially.⁵⁹ The processes of testing proposed here thus contribute to understanding the socio-economic changes of the modern world. The objective of this essay is therefore to audit the level at which users share personal data on a selected social media platform. Experimental research with *Generation Z* has also indicated that data security in the general concept is perceived as very significant by these respondents (0.400), in the individual concept as not particularly significant (0.091), see Table 1. In accordance with the specified objective, other results subsequently proved the high level of sharing of personal data on selected social media platforms, namely 90%, see Chart 1. It has therefore been recommended that users of these social media platforms be trained in and comply with security rules when sharing personal data. This can subsequently contribute to adaptation to new associations in the social realm and in the area of management.

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59 KUPEC, V.: Marketing Research of Digital Life of Bank Clients. In MATÚŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life – part II*. Trnava : FMK UCM in Trnava, 2015, p. 117.

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Contact data:

PhDr. Ing. Václav Kupec, Ph.D.
University of Finance and Administration
Faculty of Economic Studies
Estonská 500
101 00 Prague 10
CZECH REPUBLIC
vaclav.kupec@mail.vsfs.cz

Ing. Přemysl Písař, MBA
City University of Seattle
School of Management
521 Wall St Suite 100
981 21 Seattle, WA
UNITED STATES OF AMERICA
ppisar@cityu.edu

MEDIA AND POLITICS IN CURRENT MIGRATION CRISIS IN THE EU – SLOVAKIA

Lukáš Kurajda

Abstract

The main goal of this paper is to analyze and define the current attitude of majority group and the resources that influence their decision making on asylum and migration policy in Slovakia through the survey focused on identifying the current perception of immigrants and asylum seekers, as well as sources that help them to obtain information on this issue, in the form of a questionnaire. Sample from all regions of Slovakia was collected and analyzed with the results of overall attitudes of respondents towards migration, their sources of information in media and politicians, and personal experience, highlighted in charts. The majority of respondents have a different than neutral opinion on migration and asylum policy of the EU. The most preferred source of information is the internet, preferred by 77,6% of respondents. Results of the research may help readers with introducing current attitudes of majority group with migration, asylum and migration policies and their preferable sources of information about this issue.

Key words:

Culture. European Union. Media. Migration. Politics.

1 Introduction

Migration and asylum policy have been an intensely debated issue in the EU for several years. Its reach can be felt throughout all the spectrums of society. In 2015, according to data from United Nations High Commissioner for Refugees, 1,015,078 people arrived in Europe crossing the Mediterranean Sea, making it about 500% increase compared to 2014, when 216,054 people crossed the Mediterranean Sea to Europe. In 2016, 362,753 people arrived in Europe and 172,301 people in 2017. It is also important to mention that as many as 16000¹ people have drowned since 2014 in an attempt to reach the coast. People coming to Europe can be divided into two main groups: refugees and migrants. Refugees are people who involuntarily leave the native country because they are being persecuted, or there is a bad political situation

1 *Mediterranean situation*. [online]. [2019-11-15]. Available at: <http://data2.unhcr.org/en/situations/mediterranean#_ga=2.33679976.872064680.1518292231-1130690634.1518292231>.

or war in the country. Generally speaking, refugees are people who leave their homeland to save their bare lives which are at risk. While the emigrants are people who leave their homeland for a chance to live better lives. Currently there is no practical way of distinguishing between these two groups as well as forcing member states of the EU to share responsibility for legitimate refugees. In 2011 protests in Syria grew up to armed conflict against Assad government calling for his removal. Iran, Russia, and Hezbollah support the Syrian government militarily. Since September 2015, Russia conducted air operations. Turkey has become deeply involved since 2016, supporting the Syrian opposition and occupying large swaths of north-western Syria. Besides the conflict in Syria, there are other conflicts in Iraq and Afghanistan. Around 80% of those who reached Europe by boat in 2015 came from these three countries.² "Poverty, human rights abuses and deteriorating security are also prompting people to set out from countries such as Eritrea, Pakistan, Morocco, Iran, and Somalia in the hope of a new life in somewhere like Germany, Sweden or the UK. However, as European countries struggle with the mass movement of people, some have tightened border controls. This has left tens of thousands of migrants stranded in Greece, raising fears of a humanitarian crisis."³

In 2016, the refugee crisis revealed deficiencies in the European asylum system, motivating the EU's top political leaders to create new strategies focused at improving the situation in Europe, notably on greater protection of the external borders and the redistribution of refugees among all its member countries. The redistribution system for the refugees (quotas) has not met with great success. This topic has been, and still is, a very popular in the media and among politicians that through their articles, speeches, reports, and opinions contribute to form public opinion, whether positive or negative one. Inhabitants of Europe, according to internet debates, are currently more afraid of refugees than anyone else.⁴ The refugee issue is not a new topic in anthropology or sociology; many of the leading experts have been working on it for many years at various

2 HOLLAND, J.: *Over one million sea arrivals reach Europe in 2015*. [online]. [2019-11-16]. Available at: <<https://www.unhcr.org/5683d0b56.html>>.

3 *Why is EU struggling with migrants and asylum?*. [online]. [2019-11-16]. Available at: <<https://www.bbc.com/news/world-europe-24583286>>.

4 *Why are Europeans so scared of refugees?*. [online]. [2019-11-17]. Available at: <https://www.debatingeurope.eu/2017/06/27/europeans-scared-refugees/#.Wx_j4LszbIU>.

levels of research. The main goal of this paper is to analyze and define the current attitude of majority group and the resources that influence their decision making on asylum and migration policy in Slovakia through the survey focused on identifying the current perception of immigrants and asylum seekers, as well as sources that help them to obtain information on this issue, in the form of a questionnaire.

2 Methodology

It is essential to understand the theoretical background of the discussed issue by study of literature and sources, so-called literary-historical method. We focused on the authors like sociologist Zygmunt Bauman, who devoted his life to the topic of migration and returned to it in a book called *Strangers at Our Door* just before he died. In work, he looks for the causes of fear and current xenophobia, enjoys the privilege of a public intellectual and comments on the media.⁵ Bauman does not give simple answers; the solution to the current crisis is a dialogue, according to him. People with opposing opinions should try to talk to each other. As he writes in his penultimate book on refugees, neither real nor virtual fences will help. "It is necessary to get rid of the irrational phobia of racism and intolerance," wrote Petr Hampl, a right-wing sociologist on Twitters, and a deputy chairman of the now-non-existent Block of Islam.⁶ The movement with a crossed-out mosque in the logo, they were against all refugees. Its members spread half-heartedly, hoaxes and incited fear of strangers. Zygmunt Bauman explains how it is possible for people to hear such a shocking statement. He explains the current situation based on one of Ezop's myth about rabbits and frogs: Other animals constantly attacked rabbits, so they lived in fear. Once upon a time, they were determined to reach after the most enduring solution while running away, drowning in the pond. There were frogs on the edge of the pond, which all sprang into the water when they saw the rabbits approaching. The constantly oppressed rabbits found out that there was

5 HROCH, M.: *Reálné ani virtuální ploty nepomůžou, píše Bauman ve své předposlední knize o uprchlících*. [online]. [2019-11-18]. Available at: <<https://wave.rozhlas.cz/realne-ani-virtualni-ploty-nepomuzou-pise-bauman-ve-sve-predposledni-knize-o-5964523>>.

6 HROCH, M.: *Reálné ani virtuální ploty nepomůžou, píše Bauman ve své předposlední knize o uprchlících*. [online]. [2019-11-18]. Available at: <<https://wave.rozhlas.cz/realne-ani-virtualni-ploty-nepomuzou-pise-bauman-ve-sve-predposledni-knize-o-5964523>>.

always someone whose situation is even worse than theirs.⁷ According to Bauman there is an increasing number of rabbits living in today's society. They live under constant pressure to perform, fighting job losses, losing hard land underfoot. It is related to its further term and the hypothesis of fluid modernity - it is defined over time, the continuity of social relations when initial integration factors such as religion or family are disintegrating. People can then replace them with nationalism when they join fugitive frogs. The metaphor of water in the pod is very compelling, to equip media images of refugees fleeing war zones on boats.

A different perspective can be seen by philosopher Slavoj Žižek, who thinks that worse hypocrites than xenophobes are those who call for open borders; he describes them by "beautiful soul" syndrome. These humanists know that something like this is going to be very difficult. Nevertheless, the current migration crisis can be solved only by global solidarity and the overthrow of capitalism.⁸ Creation of multicultural society is conditioned by mutual tolerance and understanding the differences that should make society stronger, not weaker.⁹ This topic is described in the book *Multiculturalism and multiethnicity* by Darulová and Košťalová, who focus on culture, different types of cultural layers, multiculturalism and pluralism. To create a multicultural society based on understanding and tolerance, we need to take a closer look at stereotypes, which are very strong but can be changed if certain conditions are fulfilled. Walter Lippmann is an author of a classical definition of stereotypes, we focus on his publication *Public Opinion* (1922) in which he expressed the idea that the world around us is such a complex and diverse system that we are unable to understand it in its entirety, and therefore we only fully appreciate its particular part or cut. Everything depends on the angle from which we look at the things. Just like American psychologist Allport specifies several negative attitudes towards "others" whether specific people with their religion, language, culture, and look or whole groups of people.

7 BAUMAN, Z.: *Strangers at Our Door*. Cambridge : Polity Press, 2016, p. 17.

8 HROCH, M.: *Reálné ani virtuální ploty nepomůžou, píše Bauman ve své předposlední knize o uprchlících*. [online]. [2019-11-18]. Available at: <<https://wave.rozhlas.cz/realne-ani-virtualni-ploty-nepomuzou-pise-bauman-ve-sve-predposledni-knize-o-5964523>>.

9 DARULOVÁ, J., KOŠTIALOVÁ, K.: *Multikultúrnosť a multiethnicita – kontexty kultúry národnostných menšín na Slovensku*. Banská Bystrica : Ústav vedy a výskumu, Univerzita Mateja Bela v Banskej Bystrici, 2006, p. 47.

Another important subject is media and politics. Politicians try to use current migration issue to secure votes for upcoming election through their statements, articles, and attitudes, but media can have a various effect based on the discourses that are tools for construction of reality.¹⁰ In studying discourse, it is always necessary to keep in mind the ambiguity and many definitions of this term. French philosopher Michel Foucault first points to the power aspect of discourse in his works such as *The Order of Things: An Archaeology of the Human Sciences* and *The archaeology of knowledge and the discourse on language*. Foucault discourse does not only reduce to one text but to many texts, its use is much broader. He understands discourses as complex of social practices that create objects.¹¹ From theory to practise is sometimes only a small step and in this case for the purposes of the research, we selected quantitative method (questionnaire) in attempt to gain as much as information about the current attitude of members of majority group and the resources that influence their decision making on asylum and migration policy in Slovakia. As a target group we selected university students from Comenius University in Bratislava (Univerzita Komenského v Bratislave), Slovak University of Technology in Bratislava (Slvenská technická univerzita v Bratislave), Slovak University of Agriculture in Nitra (Slovenska poľnohospodárska univerzita v Nitre), University of SS. Cyril and Methodius in Trnava (Univerzita sv. Cyrila a Metoda v Trnave), Matej Bel University in Banská Bystrica (Univerzita Mateja Bela v Banskej Bystrici), and Pavol Jozef Šafarik University in Košice (Pavla Jozefa Šafarika v Košiciach), who may become those, who determine the direction of the perception of migration and asylum policy in Slovakia. The questionnaire is divided into 3 main parts:

1. to gain general information about the respondent,
2. to find out the attitude towards migration and asylum policy with their personal experience,
3. to learn the sources of their information – media and politics.

Realization of the questionnaire took place from the beginnings of October 2018 to the end of November 2018 on an online platform as

10 TURAK, N.: *The future of Europe's elections will be all about migration, foreign minister says*. [online]. [2019-11-26]. Available at: <<https://www.cnbc.com/2018/06/01/the-future-of-europes-elections-will-be-all-about-migration.html>>.

11 PROKOPOVÁ, K., ORSÁGOVÁ, Z., MARTINKOVÁ, P.: *Metodologie výzkumu v oblasti kritické analýzy diskurzu*. Olomouc : Univerzita Palackého v Olomouci, 2014, p. 22.

well as personally on paper. We try to find the answers to the following questions: How do members of majority group get information about the migration and asylum policy in the EU?

1. What are the most commonly used channels for getting information about the migration issue?
2. Is Slovakia a multicultural society?

3 Multiculturalism and Pluralism

To understand multiculturalism and pluralism first, we need to understand what culture is. Many scientific disciplines deal with expression “culture”; it is a part of social disciplines as well as sciences about human beings – ethnology, social and cultural anthropology, culturology. In studies of culturology culture is characterized as a complicated and controversial expression, because it does not represent an individual unit of independent world.¹² The most frequently used definition of culture among several scientific disciplines is the one which was defined in cultural anthropology by English anthropologist E. B. Tylor (1832-1917) in his work *Primitive Culture* (1871): Culture is a complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society¹³ For him, the culture was a singular expression, area, in which every human society developed by evolution progress from simple to complex. The culture is a social heritage and legacy which is not transformed from person to person by genes but by learning during life of individual in a society; it is not the same everywhere. In present Europe, we can distinguish among 4 types of cultural layers:

- **Dominant culture** – is based on a dominant live style of the oldest layers of the population. Media has a high impact on its dissemination and formation.
- **Conservative culture** – is a culture oriented on the preservation of traditional values, which are incontestable for its carriers.
- **Alternative culture** – several subcultures can be included here (metal youth culture, religious sect, communists, and so on.)

12 DARULOVÁ, J., KOŠTIALOVÁ, K.: *Multikultúrnosť a multietnicita – kontexty kultúry národnostných menšín na Slovensku*. Banská Bystrica : Ústav vedy a výskumu, Univerzita Mateja Bela v Banskej Bystrici, 2006, p. 16.

13 O'NEIL, D.: *What is Culture?*. [online]. [2019-11-19]. Available at: <https://www2.palomar.edu/anthro/culture/culture_1.htm>.

- **Marginal culture** – members of this culture live on the edge of society.¹⁴

Multiculturalism is often marked as an ideal of tolerance, respect, and acceptance of others. It is a coexistence of different ethnics, languages, and religions, whether national minorities with majority society at the same time and space.¹⁵ Multiculturalism also has its opponents. Another view is taken by Giovanni Sartori in his essay on *Pluralism, Multiculturalism, and Immigration. Essay on multi-ethnic society*. In this essay, multiculturalism can be understood as a state when groups of people differing in religion, race, language, traditions, and culture coexist next to each other. Ideally, these groups are capable of creating a multi-cultural society that, although diverse, can exist while maintaining tolerance, peace, and well-being as a whole. One of Sartori's main complaint towards advocates of multiculturalism is that they forget about the criterion of reciprocity. Unilateral recognition of foreign culture is problematic unless one also considers mutual recognition. Sartori emphasizes that ever-increasing and radicalizing diversity (especially Islamic immigration) is no longer enriching and cannot be considered as such. An immigrant should acknowledge his status as a beneficiary of wealth because pluralism means a common life in diversity, but only when it is returned, Sartori's often quoted English sayings says: "there is no such thing as a free lunch"¹⁶. He considers Muslim immigrants as those who are the worst to integrate. Sartori, among other things, points to the isolation of Muslims and social marginalization, which is, in his view, also caused by the fact that faith and religious identity are probably the only cultural defense mechanisms for them. If the differences are too significant, they can lead to the disintegration of society. He asks questions: What degree of openness would jeopardize an open society? What are the limits of tolerance in liberal society? He is a supporter of the idea of pluralism, trying to give new meaning to this idea because the excessive and fashionable use of words has made it free of content. Authors Lenovsky, Binetti and Janikova in their work mention

14 DARULOVÁ, J., KOŠTIALOVÁ, K.: *Multikultúrnosť a multiethnicita – kontexty kultúry národnostných menšín na Slovensku*. Banská Bystrica : Ústav vedy a výskumu, Univerzita Mateja Bela v Banskej Bystrici, 2006, p. 41-42.

15 SARTORI, G.: *Pluralismo, multiculturalismo e estranei. Saggio sulla società multiethnica*. Torino : BUR Biblioteca Univ Rizzoli, 2002, p. 22.

16 KUSZ, A.: *Nikde není oběd zadarmo. Sartoriho úvahy o multikulturalismu*. [online]. [2019-11-19]. Available at: <<https://migraceonline.cz/cz/e-knihovna/nikde-neni-obed-zadarmo-sartoriho-uvahy-o-multikulturalismu-recenze>>.

that at present, multiculturalism is an idea, policy and strategy in an environment that is by itself referred to as civilized. Multiculturalism can now be related to any people integrated into groups based on any differences. In practice, it often matters, what types of differences are currently considered important, progressive and worthy of attention.¹⁷

Pluralism respects differences but does not make it a priority value as multiculturalism. Recently, the view of the Western European society on multiculturalism, as a way of dealing with the need to establish rules for the coexistence of different communities, appears to be negative. For several years, we have been listening to statements from politicians such as: “multiculturalism failed”, “multicultural society leads to disintegration,” the peaceful coexistence of different ethnicities and cultures in one country is a utopia.¹⁸ Because of fear of unknown or different, Xenophobia is considered a fundamental human tool for survival and humanism as a result of cultural and social development, scientific knowledge, and education in the environment of Euro-American / Western (advanced) civilization.¹⁹ Darulová, Košťalová, and Nováková state that Slovak national culture is also created and influenced by different cultures of minorities living in Slovakia. Their languages, beliefs and ways of life play a role in the time that slowly changes our cultural environment in a non-violent way. As they wrote, stated examples document the current Slovak multicultural environment and intercultural dialogue, creating a space for recognition, understanding, and acceptance of different cultures. Let us hope that these “experiences” with the historical national minorities Slovakia will also apply in the context of new migration waves.²⁰

17 LENOVSKEJ, L., JOSE, B., M., JANIKOVA, M.: Ambivalence in interpretations of multiculturalism as a problem of forming the ethico-axiological foundations in an integrated society. In *European Journal of Science and Theology*, 2018, Vol. 14, No. 4, p. 51.

18 *Nicolas Sarkozy declares multiculturalism had failed*. [online]. [2019-11-19]. Available at: <<http://www.theguardian.com/world/2010/oct/17/angela-merkel-german-multiculturalism-failed>>.

19 LENOVSKEJ, L., JOSE, B., M., JANIKOVA, M.: Ambivalence in interpretations of multiculturalism as a problem of forming the ethico-axiological foundations in an integrated society. In *European Journal of Science and Theology*, 2018, Vol. 14, No. 4, p. 53.

20 DARULOVA, J., KOSTIALOVA, K., NOVAKOVA, K., S.: Cultural and confessional specifics of national minorities of Slovakia as a part of identity examples of urban and rural environment. In *European Journal of Science and Theology*, 2018, Vol. 14, No. 6, p. 113.

4 Stereotypes and Prejudice

The term "Stereotype" comes from the Greek language. It is made out of two different roots: *stereos* (solid, hard, unchanging) and *typos* (type, form; *tyπό* – to create, to form). In 19. and 20. century was this term understood as a mechanically repeating element with certain negative connotation due to its unchangeability. In 1922, Walter Lippmann understood stereotypes as semantically neutral "pictures in our heads", so-called pictures which are created in a person's mind and which influence one's perception of everyday reality.²¹ His classic definition of stereotypes is: A fixed, commonly held notion or image of a person or group, based on an oversimplification of some observed or imagined trait of behavior or appearance.²² Prejudice is an antipathy based on faulty and inflexible generalization. It may be felt or expressed. It may be directed toward a group or an individual of that group.²³ Stereotypes and Prejudice play an essential role in multicultural reality. They are concepts, opinions, and attitudes that some of the groups of people harbor against other groups or toward themselves. They are carried from one generation to another and are very resistant to the change. Change can happen if these conditions are fulfilled:

- equal status of the participants,
- opportunity for personal contact,
- contact with individuals who do not have stereotypes and prejudices,
- social support for the contact between groups ²⁴.

Children around 4 years old do not know stereotypes or prejudice; they create them during the socialization process, realizing me/him-her, us/them. Stereotypes and prejudice are not only in family environment but also in educational process, in political sphere and are applied in mutual communication and common forms of mass communication. Stereotypes may contain neutral or positive evaluation and attitudes. Prejudice, on the other hand, represent only negative attitudes and opinions towards others. American psychologist Gordon Allport specifies several negative

21 KOŠŤÁLOVÁ, P.: *Stereotypní obrazy a etnické mýty – Kulturní identita Arménie*. Prague : Sociologické Nakladatelství (SLON), 2012, p. 34.

22 LIPPMAN, W.: *Public Opinion*. Charles Town : Jefferson Publishing, 2015, p. 68.

23 ALLPORT, G., W.: *The Nature of Prejudice*. New York : Perseus Books, 1979, p. 80.

24 MORGENSTERNOVÁ, M., ŠULOVÁ, L.: *Interkulturní psychologie – Rozvoj interkulturní senzitivity*. Prague : Univerzita Karlova v Praze, 2007, p. 72.

attitudes towards the group of “others”:

- **obloquy** – many people who have prejudice speak about their antagonistic attitude,
- **avoiding** – targeted uninterest in contact with another group,
- **discrimination** – biased group excludes members of other cultures from some occupations, residential areas,
- **physical attack** – for example, skinheads beating up people with different color,
- **extermination** – the highest expression of negative attitude against other groups: massacres, genocide²⁵.

According to Hall, stereotypical representations work at two levels; therefore, they always show only half of the truth. The first manifest level works as a cover to mask hidden or suppressed disturbing images that cannot be expressed because they are problematic (racist, ageist, sexist, etc.). The proper meaning lies on the second level. It articulates what was not said or shown, what refers to the idea that is implied but cannot be verbalized.²⁶ Walter Lippmann, author of today’s classic definition of stereotype, in his *Public Opinion* (1922), has expressed the idea that the world around us is such a complex and diverse system that we are unable to understand it in its entirety, and therefore we only fully appreciate its particular part or cut. What we see, however, always depends on the angle of our view, the position we observe. The “Habits of our eyes”²⁷ theory of stereotypes and prejudices were most developed within the framework of social psychology. From the point of view of this discipline, American psychologist Walter G. Allport is one of the most prominent authors, with his *Theory of Prejudice* (2004). Another stimulus study on stereotypes comes from the Finnish author Jaakko Lehtonen (2005), a linguist and communication theorist who pursues stereotyping from a culture-logical point of view, analyzing the theoretical background of stereotype research in the study of culture and selected aspects of their interpretation. Lehtonen divides the types of stereotypes into simple and projected. In essence, it is a division into direct and indirect ideas of oneself and others, where, in the case of simple stereotypes, it is what the group thinks about itself and others, and how the group constructs the ideas of others and themselves.

25 ALLPORT, G. W.: *The Nature of Prejudice*. New York : Perseus Books, 1979, p. 97.

26 SEDLAKOVÁ, R.: Socially Insensitive Messages, Stereotypes and the Disadvantaged Others in the Czech Advertising. In *Communication Today*, 2017, Vol. 8, No. 1, p. 123-124.

27 LIPPMAN, W.: *Public Opinion*. Charles Town : Jefferson Publishing, 2015, p. 79.

5 Media and Politics

Media is a widely-expanded mediator of all kinds of information such as press, radio, television, and so on. Although the mass media represent a high-quality cultural achievement, they raise the question of their cultural-political effects in the face of cultural philosophy. Media can have various effect based on the discourses that are tools for construction of reality. In studying discourse, it is always necessary to keep in mind the ambiguity and many definitions of this term. On the one hand, discourse is power and social, but on the other hand it has strong power and social-constructivist dimension. Foucault discourse does not only reduce to one text but to many texts, its use is much broader. For Foucault, the discourse is a set of social practices that systematically create objects that discourse says "Power needs a (certain) leadership that will authenticate it, and leadership needs the power to enforce it" (Foucault). In addition to a variety of traditional media such as television, radio, newspapers also facebook and other social network platforms have gained great influence, in recent years. Different alternative and conspiracy media use these social media platforms to have an influence on public opinion. Author Stefan Ižak who deals with pro-Kremlin propaganda through alternative media such as: *Slobodný vysielač* and *Zem a Vek* concludes that the used language is expressive, with the goal to evoke negative emotions and antipathy about the EU, refugees and Western liberal democracies in general. These media continuously and systematically support Eurosceptic and anti refugees moods (not only) in Slovakia and are not afraid to create various conspiracy theories to prove their narratives.²⁸

Politicians are populist who draw away the attention from problems they do not know how to deal with, to those which millions of people discuss online every day. Bauman criticizes the countries which accept the refugees by hundreds, while thousands of others suffer. He does not consider migration as negative as Slavoj Žižek in his book *Against the Double Blackmail* that was published in the same year, and it is offered for comparison. According to Žižek, worse hypocrites than xenophobes are those who call for open borders; this philosopher describes them by "beautiful soul" syndrome. These humanists know that something like

28 IŽAK, Š.: (AB)Using the topic of migration by pro-kremlin propaganda: case study of Slovakia. In *Journal of Comparative Politics*, 2019, Vol. 12, No. 1, p. 67.

this is going to be very difficult. Nevertheless, the current migration crisis can be solved only by global solidarity and the overthrow of capitalism. Both authors agree that the most important is dialogue, communication and the effort to find common ground. Before building the walls, they propose to build bridges. The laic and incredibly memorable quote of Hungary's Prime Minister Viktor Orbán: 'All Terrorists Are Immigrants.' Provides a key that the government needs to fight effectively for survival, mainly because of the inconspicuously hypothesized symmetry of causation and reciprocity. Such a definition is constrained by logic, but belief in persuasion, brainwashing, and enslavement of mind does not require logic, on the contrary, with a waning logic gains in attraction.²⁹

European politicians do not have the effective policies in the current migration crisis or narrative necessary to regain voters' trust. EU member states are supposed to adopt common standards for assisting and recognizing asylees. In 2017 France recognized 86% of asylum claims, the United Kingdom only 19%. From Brexit to the rise of the populist Alternative for Germany party, divisions relating to migration have poisoned politics.³⁰ Germany, led by Angela Merkel, has been critical of other EU countries - including France and the UK - over their relatively meager commitments to take refugees and immigrants in. In September 2015, EU interior ministers approved a controversial plan to relocate 120,000 migrants across the continent over the next two years, with binding quotas. Romania, the Czech Republic, Slovakia, and Hungary opposed the scheme. EU countries are divided over how to share the refugee burden. The Dublin Regulation, an EU law requiring migrants to apply for asylum in the first country in which they are processed, has also proven dysfunctional, requiring frontline countries such as Italy and Greece to shoulder the burden of mass inflows. EU leaders now hope Turkey can help to reduce the number of migrants arriving in EU nations.³¹ The EU spreads strong multicultural propaganda and supports refugees instead of Europeans.³²

29 BAUMAN, Z.: *Strangers at Our Door*. Cambridge : Polity Press, 2016, p. 30.

30 BETTS, A., COLLIER, P.: *How Europe Can Reform Its Migration Policy*. [online]. [2019-11-20]. Available at: <<https://www.foreignaffairs.com/articles/europe/2018-10-05/how-europe-can-reform-its-migration-policy>>.

31 *Why is EU struggling with migrants and asylum?*. [online]. [2019-11-16]. Available at: <<https://www.bbc.com/news/world-europe-24583286>>.

32 IŽAK, Š.: (AB)Using the topic of migration by pro-kremlin propaganda: case study of Slovakia. In *Journal of Comparative Politics*, 2019, Vol. 12, No. 1, p. 62.

The migration crisis has resonated in society and gained the attention of media and politicians, those who want to find solutions to this crisis and also those who want to gain political capital from it. Slovak society compared to western societies belongs to conservative one regarding the perception of foreigners as it was concluded in previous researches such as in 2016, students of political science in Slovakia conducted a research to find out whether people from every region in Slovakia would accept refugees and immigrants. The research was conducted on the sample of 1300 people, and they came to conclusions that "The Slovaks are afraid of immigrants. Up to 47.5% said immigrants certainly increase crime in the country; another 26% thought immigrants rather increase crime. Half of the respondents believe that another religion of foreigners is also a problem. Likewise, half of people consider immigrants to be maladjusted, who do not want to work and participate in the economic development of the country. Only 6% of people think that immigrants can strengthen our economy."³³ Generally speaking, people from the sample have a slightly negative attitude towards migrants. Those who have personal experience with foreigners have a positive one except 40% of them. Typically, their experience was with thieves and vandals. At present, the attention of media and politics focus at the document called Global compact for migration. The global compact for migration is the first, intergovernmental negotiated agreement, prepared under the auspices of the United Nations, to cover all dimensions of international migration in a holistic and comprehensive manner.³⁴ 193 countries all over the world agree with this pact except almost 30 other countries, such as: USA, Australia and also Slovakia. The conservative public opinion on migrants and refugees in Slovakia is also reflected in the number of asylums granted in Slovakia. Based on statistics of Ministry of the Interior of the Slovak Republic from 2015 Slovakia have received 796 asylum applications and 205 of them were granted.³⁵

33 DANEKOVÁ, E.: *Slováci sa boja migrantov aj ich náboženstva*. [online]. [2019-11-21]. Available at: <<https://kosice.korzar.sme.sk/c/8159643/slovaci-sa-boja-migrantov-aj-ich-nabozenstva.html>>.

34 *Global compact for migration*. [online]. [2019-11-21]. Available at: <<https://refugeemigrants.un.org/migration-compact>>.

35 *Statistics*. [online]. [2019-11-21]. Available at: <<https://www.minv.sk/?statistiky-20>>.

6 Research

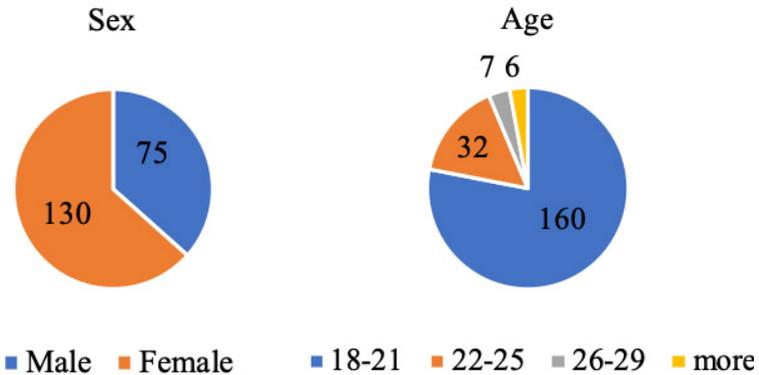


Chart 1: Sex

Source: Own processing

Chart 2: Age

Source: Own processing

The research was conducted on a sample of 205 university students who come from all regions in Slovakia. From all respondents, 130 are of the female sex, and remaining 75 are males. At Chart 1, we can see that mostly women were involved in filling in the questionnaire. The research was conducted on universities in Slovakia and the most respondents, as shown in the Chart 3, study at University of SS. Cyril and Methodius in Trnava. This university that have majority of departments focused on humanities and arts and these are studied mostly by female population. Majority of students are between 18-21 years old and only few above 29 years old, as shown at Chart 2.

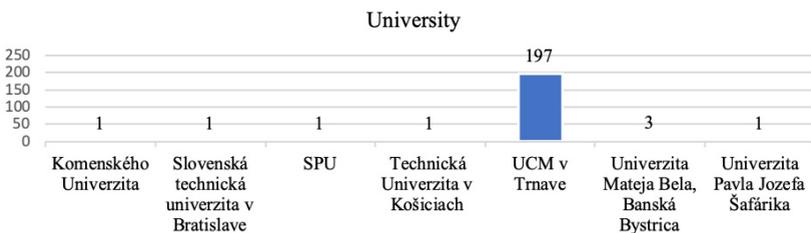


Chart 3: University

Source: Own processing

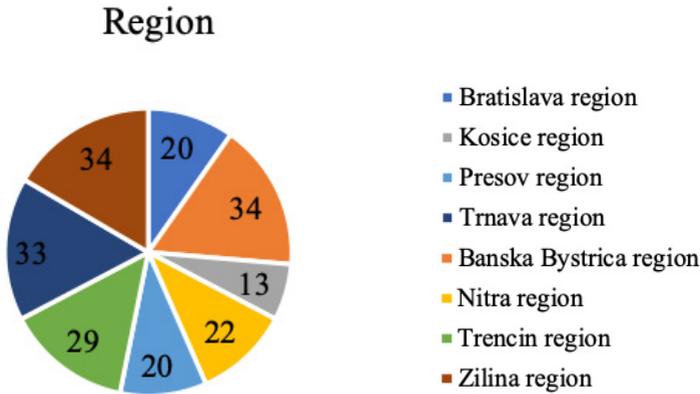


Chart 4: Region

Source: Own processing

Chart 4 shows that respondents come from every region in Slovakia. The most respondents come from Zilina region (34 responds), and least covered region is Kosice region (13 responds).

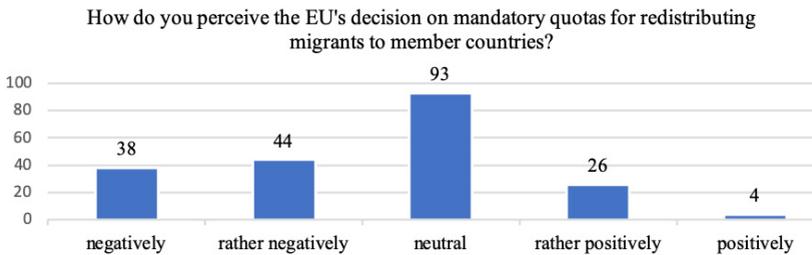
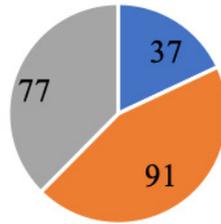


Chart 5: Perception on decision

Source: Own processing

In Chart 5, 45,4% (93) respondents perceive the EU's decision on mandatory quotas neutrally. Rather negatively 21,5% (44) compared to rather positively 12,6% (26) is almost double. Negatively 18,5% (38) to positively 2% (4) make respondents' attitude negative. Based on this chart, we can deduct that majority of respondents have different than neutral opinion on perceptions of EU's decision on mandatory quotas and we can say that overall attitude is rather negative.

Are there any migrants or people seeking asylum in your area?



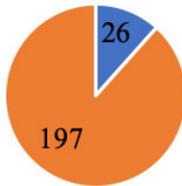
■ Yes ■ No ■ I do not know

Chart 6: Migrants in your area

Source: Own processing

As shown in Chart 6, 44,4% (91) of respondents are not aware of the presence of migrants or people seeking asylum in their area. 37,6% (77) of respondents said that they are not sure, realizing that there may be some and final 18% (37) of respondents know personally or know about migrants of people seeking asylum in their area.

Do you have any positive experience with migrants or people seeking asylum?

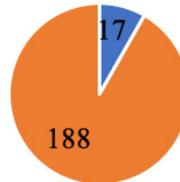


■ Yes ■ No

Chart 7: Positive experience

Source: Own processing

Do you have any negative experience with migrants or people seeking asylum?



■ Yes ■ No

Chart 8: Negative experience

Source: Own processing

In Chart 7, the respondents had only two possible answers "Yes" or "No". The main idea of the question about the positive experience was to find out whether they have any. If they marked "No" it does not mean that they have negative experience but they have none. 12,7% (26) of respondents have a positive experience such as: "When I worked part time in a bakery, I worked with a refugee, a woman from Aleppo in Syria. She was 33 years old and worked for the first time in her life. She was very good at it. Her husband with her son were in Germany, and she stayed in Slovakia with her two daughters.", "A pharmacist in our city is from Syria, a very nice fellow.", "I have a very positive experience from Sweden, immigrant worked like a normal person; we had a very nice conversation. I have learned so much about his country." and so on. In Chart 8, the same type of question as the previous one except it is about negative experience. 8,3% (17) of respondents have a negative experience which is less than 12,7% of positive experience. Among negative experience are: "People from Serbia destroyed bar I used to go to.", "In Bratislava, a group of immigrants was rioting, and they were aggressive.", "They were running around our village and letting the dogs out from private properties. When the children went to school, they were scared of immigrants." They are outraged; they point out to themselves, they have been raped in my neighbourhood that they raped a woman." and so on. In Chart 9, 50,2% (103) of respondents are somewhat interested in migration and asylum policy of the EU. While on the other side, 44,4% (91) are not interested at all. 5,4% (11) are actively interested is searchig for information about the issue.

Are you interested in asylum and migration policy of the EU?

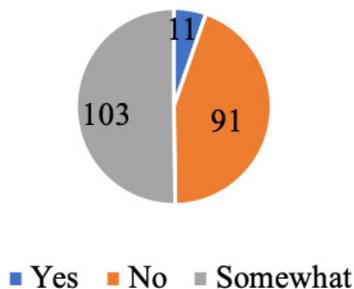


Chart 9: Interest in asylum and migration policy

Source: Own processing

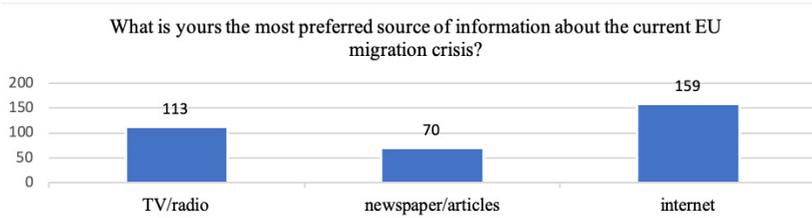


Chart 10: Source of information

Source: Own processing

In Chart 10, the respondents could choose none, one, two, or all three types of media platforms. Even the respondents who are not interested in information about migration search for some information. The most commonly used source of information about migration is internet that is preferred by 77,6% (159) of respondents. The most visited websites are: *aktuality.sk* - preferred by 55 respondents, *sme.sk* - preferred by 24 respondents, *dennikn.sk* - preferred by 20 respondents and least preferred some of alternative media such as *slobodnyvysielac.sk* - 2 respondents, *zemavek.sk* - only 1 respondent. The majority of respondents prefer “mainstream Slovak media” as they call them, but there are also some that search for information in British and American websites such as BBC, Independent, Daily mail (1 respondent). Those respondents who are not very active in this issue only scroll Facebook, and if they see something, they read it (13 respondents). The second favorite media is TV/radio, 55,1% (113 respondents). The respondents could write any numbers of media. Many wrote only 1. This media can be marked as a passive source of information. There is no need to select information during evening news or listening to the radio while driving. Among the favorites are TV Markiza (51 respondents), TV JOJ (30 respondents) followed by TA3 and RTVS (both 23 respondents). Regarding radios most popular are radio Expres (10) and Europa 2 (3). As an active source of information, we can consider above-mentioned internet and Newspaper/articles, 34,1% (70 respondents). People can select what they read, and they only read what they are interested in. The most favorite newspapers are SME (27 respondents), DennikN (14 respondents) and Hospodárke Noviny (7 respondents). There are also alternative newspapers such as Zem a vek (2 respondents), or some are interested in scientific papers (2 respondents).

Is there a politician who has the same / similar opinion on the current migration situation as you do?

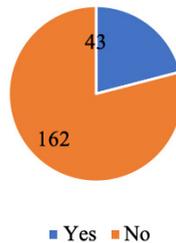


Chart 11: Politicians

Source: Own processing

Politicians, with their opinions and actions, have a significant impact or mainstream media mentioned above. Because people have a different opinion on different topics we were interested in opinions of people and politicians about the migration topic. In Chart 11, 79% (162) of respondents said that no politician has the same or similar opinion as they do, either they are not interested in asylum and migration policy, or simply there is a gap among opinions. 21% (43) of respondents have similar or same opinion that can be divided into negative and positive ones. Negative ones, Richard Sulik (6 respondents): "They should stay where they are, not to bring them here.", "The EU cannot compel member states to accept migrants. The arrival of immigrants / migrants coming from outside the EU must also be limited.", Marian Kotleba (5 respondents): "We should not accept any immigrants, they represent a potential threat.", "We should not grant asylum to immigrants." Robert Fico (3 respondents): "Slovakia cannot care about other people, it is not able to take care about own people." He does not agree with mandatory quotas because Slovakia does not have to worry about other member states, even non-EU members. Yes, we should help each other, but it has its limits." Positive ones Andrej Kiska (2 respondents): "If it is to be a Slovak politician, then there are very few of them. At least those who do not openly hate the refugees and do not collect political points on the subject. In the Slovak political spectrum, those who have a slightly more humanistic attitude towards migration are President Andrej Kiska, people from Progressive Slovakia, perhaps Most-Hid, which is probably closer to me than to supporting xenophobic moods. Of course, I do not say that these people have the same ideas as I do, but perhaps the closest within the framework of our politicians.", Richard Vašeček (1 respondent) "to support migrants, but not to change the system. e.g. that cows' meats are no longer served in schools in

cafeterias.” Even politicians outside Slovak politics are mentioned such as Donald Trump (1 respondent) with his politics of building walls or Viktor Orban (1 respondent) with same ideas and Angela Merkel (2 respondents) with her positive attitudes towards immigrants and refugees. Majority of respondents have rather negative opinions on current migration issue.

Conclusion

The main goal of this paper was to analyze and define the current attitude of majority group and the resources that influence their decision making on asylum and migration policy in Slovakia through the survey focused on identifying the current perception of immigrants and asylum seekers, as well as sources that help them to obtain information on this issue, in the form of a questionnaire. The majority of respondents have a different than neutral opinion on migration and asylum policy of the EU. Only 45,4% can be considered as multicultural members of a Slovak society because, in multicultural society, people do not consider immigrants or asylum seekers as something negative or positive; they accept it. The research done by students of political sciences in 2016 concluded that 47,5% of respondents see immigrants negatively compared to 40% from the research we conducted. Regarding the negative and positive experience from the research conducted in 2016, 60% of respondents have positive and 40% negative experience comparing to 12,7% of positive and 8,3% negative experience. We can consider outcomes of researches very similar. 60% of respondents do not see immigrants and asylum seekers as something negative. Regarding the sources of information, the most preferred one is the internet by 77,6% of respondents. The second place goes to the TV/radio with its 55,1% fans, and the third place with 34,1% belongs to the newspaper/articles. The topic of migration has been very debatable since 2015. Many politicians try to get positive political points criticizing asylum and migration policy of the EU in an attempt to gain voter’s sympathy. Negative information spreads much faster than those positive ones and thanks to media it is easier than ever before. The result of migration perception and its presentation in the media correlates to a great extent because the media also shows the migrations rather negatively.

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Contact data:

Mgr. Lukáš Kurajda

University of Ss. Cyril and Methodius in Trnava

Faculty of Arts

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

lukas.kurajda@gmail.com

SOLOMO CONCEPT IN PRACTICE – BENEFITS AND RESTRICTIONS FOR SELECTED TARGET GROUPS

Adam Madleňák

Abstract

The implementation of marketing activities in the digital world is constantly subject to changes, which are mainly a result of the expanding trend of the availability of advantageous high-speed Internet connection with high-quality signal in mobile networks. The increase in the popularity of intelligent phones (Smartphones) on the market is setting a completely new standard for the exchange of views and experiences, sharing and downloading of the content with the informational value via Social media. The new challenges generally refer to a number of ways to make relevant information available to participants in the communication process, while in an effort to maximize the value and usefulness of the information, the issue of possible synergies among several otherwise relatively separate platforms for communication come to the fore. It is the combination of the benefits associated with the use of social media, geolocation services and mobile devices that the SoLoMo concept is dedicated to, ensuring a successful and effective marketing strategy. In his scientific paper, the author also tries to identify possible restrictions that may have a negative impact on the course of communication through Software products supporting the SoLoMo principles and in such a way endanger the addressing of the target group in the required form.

Key words:

Communication Process. Geolocation Services. Information. Marketing. Mobile Device. Smartphone. Social Media. Software. Solomo Concept. The Internet.

Introduction

Through the various Software products¹ used as a platform in order to identify the position of recipient of the information sent through his/her mobile device in the environment for which a high level of expanding of social interaction and maintaining contact among people is significant, we can observe some new attitude in the communication when establishing multilateral relations. In this process, the effort to integrate social media, geolocation services and mobile devices in addressing the message to the target group the substance is created by SoLoMo concept. The notion

1 Remark by the author: E.g. PC programmes, mobile applications, web pages and others.

SoLoMo was at first coined as a term by the significant American investor of the risky capital, John Doerr, in 2010. However, a massive spread of ideas related to this concept started only with the French entrepreneur and blogger, Loic Le Meur, who spoke with his contribution on the key assumptions of the success of companies in the in the 21st century digital marketing era at the LeWeb'11 International conference in Paris.² According to him, the modern communication technologies should offer not only the necessary information to those interested, but also a unique experience. This should be reached by the use of natural human playfulness and intelligent Software systems enabling the collection, automatic processing and exchange of data, which have a real effect on the life of all who are involved. Available functionality of interconnecting of a public and private communication is also a direct added value; thanks to it an opportunity arises to comment and appraise everything that has been published, directly or indirectly influence the effectiveness of information, and in case of interest, with its activities, to contribute to further establishment of cultural and spiritual values of the society, the solidarity of community with the considerable effect on the future decisions and social connections.

1 On the Issue of Benefits and Risks Related to the Implementation of SoLoMo Principles in the Operation of Software Products

Looking at the usefulness of the Software applications, which integrate the elements of SoLoMo concept, we can define certain positive things, benefits, as well as risks connected with overcoming of the barriers bound with the technical support of similar projects or with the personal data protection of all persons involved. It is therefore necessary to bear in mind the requirements and, consequently, the obligations and rights of advertisers on one hand, and mobile application users on the other hand. That is to say, those two groups may perceive those certain facts differently. For the mobile application operator, or for the advertiser, the benefits may be mainly *a targeted promotion to a geographic area where the application user is physically present or where he/she is actively interested in, with the help of available geolocation services functionality.*

2 HEINEMANN, G., GAISER, Ch.: *SoLoMo – Always-on im Handel: Die soziale, lokale und mobile Zukunft des Omnichannel-Shopping.* Wiesbaden : Springer Gabler, 2016. p. 14.

On the contrary, mainly in past, there used to be targeting to a certain area, e.g. based on the postcode of the locality, where the user had a permanent or temporary residence and he/she provided these personal information on the social media to the third parties. It restricted the spreading of relevant information among people who temporarily planned to visit distant places.³ *The increase in the visits to subjects, to which data mentioned in Software SoLoMo application make reference*, is also observable. The advantage of SoLoMo application is the possibility for the user to get the exact route to selected subjects, which increases the probability of later mutual interaction.⁴ This is dependant also on the arranged opportunity to verify the accessibility and quality of presented offer in time thanks to the feedback describing the experience of other people. Keeping track of true product stories plays an important role in making decisions. In addition, several studies so far have shown that the use of geolocation tools in mobile applications has a positive impact on the total number of unplanned (spontaneous) visits to display subjects, which are increasing.⁵

At the same time we can talk about the *effectiveness of the used funds in sense of targeting only strictly defined circle of addressees who are present in the targeted area*. SoLoMo application are thus becoming an appropriate and often times an affordable tool of marketing communication for small and middle enterprises. A specific feature of particular concern is the ability to reach a large mass of people on a relatively small area. A relatively simple is also *a monitoring of mobile device owners' behaviour when using SoLoMo software application*. Monitoring and evaluating of the activities has an impact not only on the return of investment but also on other expenses. The outputs of the analysis can be continuously compared and thus it can be reacted to the problems. The achieved results usually form the basis for the formulation of the subject's long-term communication strategy.⁶

3 YANG, H., LIN, R.: Determinants of the Intention to Continue Use of SoLoMo Services: Consumption Values and the Moderating Effects of Overloads. In *Computers in Human Behavior*, 2017, Vol. 73, No. 1, p. 588.

4 HOLLAND, H.: *Dialogmarketing: Offline- und Online-Marketing, Mobile- und Social Media-Marketing*. München : Verlag Franz Vahlen, 2016, p. 80.

5 HOPKINS, J., TURNER, J.: *Go Mobile: Location-Based Marketing, Apps, Mobile Optimized Ad Campaigns, 2D Codes and Other Mobile Strategies to Grow Your Business*. Hoboken : John Wiley & Sons, 2012, p. 146-147.

6 KUPEC, V.: Audit of a Buyer's Selective Attention in the Online Environment. In PETRANOVÁ, D., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Online Rules – Part II*. Trnava : FMK UCM in Trnava, 2017, p. 131.

In the context of the need for maximisation of the impact of the sent message, the software runner or the advertiser should bear in mind the *spreading trend of connecting to the Internet via mobile devices*. The rise in the use of modern Smartphones simplified the purchase and brought new forms of communication in on-line space. Even though the majority of internet users, for an example, still finalize their purchases on the desktop of their computers, nowadays only a few of them do not search, at least partly, the necessary information through their intelligent phone. The innovations in this area are constantly moving forward and for this reason, part of the public's distrust towards the safety of the payments made on-line through mobile devices will be very probably eliminated in the future. According to the experts, the key to ensuring cyber security is the digital literacy of the society.⁷ The intended activities should therefore focus primarily on training in information analysis and the protection of sensitive data in order to avoid deliberate manipulation and misuse.

At the same time, we should be aware of the risks that may endanger the fulfilment of the expectations set in the participation in projects that follow the SoLoMo concept principles. Depending on the Software application, the deficiencies may be for example *in the limited market segmentation*. SoLoMo functionality often distinguishes only in geographical data (place) and selected demographical data (sex and age) in relation to its user.⁸ Inadequate or inappropriate targeting of information can also happen if the application recommends creating a user account by default, but despite it, makes the special contents available in addition to a thematic one to both registered and unregistered user. The latter one, however, is anonymous and may have different preferences. Not in one case can we also find a *fee for presentation of a subject through SoLoMo mobile application*. Even if including separate items into the database managed by SoLoMo application may be free of charge, extra charges usually arise in connection with the ongoing interaction with the trackers of records. The creation and direct submission of contributions, the inclusion of graphic elements developing visual communication, or the initiation of a check of the performance and efficiency of the selected procedures often

7 KLJUČNIKOV, A., MURA, L., SKLENÁR, D.: Information Security Management in SMEs: Factors of Success. In *Entrepreneurship and Sustainability Issues*, 2019, Vol. 6, No. 4, p. 2085.

8 HSIEH, M.: SoLoMo Technology: Exploring the Most Critical Determinants of SoLoMo Technology in the Contemporary Mobile Communication Technology Era. In *Journal of Ambient Intelligence and Humanized Computing*, 2018, Vol. 9, No. 2, p. 308.

depend on the payment for the service.⁹ Similarly, the person responsible for the form and content of the information distributed about the involved subject has an important role. Their proactive approach should be the result of regularly organized development training with regard to interpersonal, conceptual and technical skills at work. The problem may also appear to be in *the coordination of published statements based on personal experience of mobile application users with the item listed in the database*. Feedback should be based on assertive communication, even if it is necessary to respond immediately to messages coming from multiple sources at once.¹⁰

Simultaneous observance and at the same time making a statement to various topics without some discrepancies later, or without incorrectly understood information on the side of the recipient, may be very demanding. It requires professionalism, full concentration on the stimuli and readiness to react peacefully in stressful situations. Protecting *privacy and personal data* is also non-negligible. Each of the initiators of the communication process on the side of the mobile application operator or advertiser must respect the fact that its users have the right to protect their privacy and restrict the processing of their personal data by third parties. At the same time, they are entitled to know all the information that others collect about them based on their activities in the digital world without deliberately entering it there. In addition, they are entitled to correct incorrect information, complete incomplete information or request the deletion of their personal data from the relevant database.¹¹ Contacting a user of the application with the aim to promote certain offer tailored for the user may therefore mirror the circumstances and context that is presented. From the point of view of the persons concerned, this is generally a very sensitive area, where they aim to prevent unauthorized interference with private and family life. Finally, we would like to point out the risks that relate to the form of

9 JUSKA, J.: *Integrated Marketing Communication: Advertising and Promotion in a Digital World*. New York : Routledge, 2018, p. 139.

10 STEINHOFF, L. et al.: Online Relationship Marketing. In *Journal of the Academy of Marketing Science*, 2019, Vol. 47, No. 3, p. 374.; MURA, L. et al.: Development Trends in Human Resource Management in Small and Medium Enterprises in the Visegrad Group. In *Acta Polytechnica Hungarica*, 2017, Vol. 14, No. 7, p. 110.

11 VALENTOVÁ, T., ŽUĽOVÁ, J., ŠVEC, M.: *Nové pravidlá ochrany osobných údajov: podľa nového zákona o ochrane osobných údajov a nariadenia GDPR*. Bratislava : Wolters Kluwer, 2018, p. 47.

the final depiction of the published message due to *the heterogeneity of mobile devices on the market*. It is mainly a form of mobile phones that have different standards compared to PCs and laptops. In addition, there is a heterogeneity between the products of different manufacturers regarding e.g. dimensions, mobile phone shape, or operating system installed. Since the screen size is not constant either, the structure of posts displayed on different devices also seems sometimes disordered. The aim is to develop responsive application design. It can automatically adapt content to any output device for the best possible presentation of information.

2 On the Issue of Benefits and Risks Related to the Use of Software Products Supporting SoLoMo Principles

As the role of the majority of Software products is to make life and daily duties of a mobile device users easier and to increase their productivity, with the development of more sophisticated digital technologies, to persuade someone about their necessity for the installation of application based on SoLoMo concept does not necessarily present a big issue. For the increase in popularity and spreading of the mobile application freely often time it is enough if the application is imaginative, functional with an attractive appearance enriched with the possibility of personalization, has easy operation and safe, intuitive user interface.¹² The complexity of the analysed topic and the low use of battery power in the mobile device should also ensure maximum user comfort. Consequently, it is important to identify people with high social potential in order to raise public awareness of the benefits of such an application. Using their Smartphone or tablet, people usually receive up-to-date environmental information. At the same time, they have an access to various data from business databases. Consequently, they can solve quite quickly and in a flexible way the challenges they are meeting not only in their free time but also in the execution of their working duties of an employee.¹³ The ability to record the activities systematically and to archive them is in addition one of another benefits. By summarizing the most important characteristics of SoLoMo applications reflecting the benefits of certain attitude we can

12 HEINEMANN, G., GAISER, Ch.: *Social – Local – Mobile: The Future of Location-based Services*. Berlin : Springer, 2015, p. 60.

13 VYDROVÁ, J.: Identification of Key Employee Benefits Relating to Employee Satisfaction in Selected Health Organizations in the Czech Republic. In *Acta Oeconomica Universitatis Selye*, 2018, Vol. 7, No. 2, p. 182.

conclude two groups of benefits for users. The base for the first group is *the relevance of the records displayed*. It is not difficult to justify the selection of certain displayed item on display of a mobile device. Between the application user and the data available for him/her there is a relation based on their mutual position, the plan to follow the changing distance with the movement and the ongoing interaction of information exchange.¹⁴ Therefore, it is possible to identify a high likelihood of reaching a user of the Software application with content that truly attracts their attention. The purpose of the second category of benefits is *socialization and the educational process*. The active use of SoLoMo application by the owners of mobile devices leads to familiarization with new findings presented by official sources of information and by the feedbacks to the activities that have been done.¹⁵ These can take the form of publicly sharing posts in the form of comments, links, and reviews, or private messages. The result is final recommendations that act as a motivating factor in the process of determining future value orientation and in selecting objects of further interest. In the case of confidential communication taking place between a limited numbers of participants, there is usually a development in personal or professional relationships, which monitor the fulfilment of assigned tasks. However, without the participation of a wide range of actors in the SoLoMo application environment, no deepening of cooperation would be virtually impossible.

Apart from the above mentioned we consider it necessary to point also to the barriers, which are capable of making a Software application user uninstall it from the mobile device. Specific characteristics and demands of a Software may in not to a lesser extent influence the quantitative level of the realized operations on the mobile phone, tablet and so on. This results in more than 85% of new users deciding to uninstall the mobile app after testing and initial use within the first 30 days.¹⁶ A number of factors contribute to this certainly, including *the requirement for a mobile*

14 MUELLER, J. et al.: Digital, Social Media and Mobile Marketing in Industrial Buying: Still in Need of Customer Segmentation? Empirical Evidence from Poland and Germany. In *Industrial Marketing Management*, 2018, Vol. 73, No. 1, p. 75.

15 HORVÁTH, Z. S., HOLLÓSY, V. G.: The Revision of Hungarian Public Service Motivation (PSM) Model. In *Central European Journal of Labour Law and Personnel Management*, 2019, Vol. 2, No. 1, p. 22.

16 WATSON, C., McCARTHY, J., ROWLEY, J.: Consumer Attitudes towards Mobile Marketing in the Smartphone Era. In *International Journal of Information Management*, 2013, Vol. 33, No. 5, p. 843.

internet connection. For optimal operation of a Software application the majority of cases requires the immediate internet connection. Whatever the change in the placement of the portable electronic device, which could be connected with the worsening of the quality of signal, it may slow the data transfer and prevent the comfortable usage of all the application functionalities in the future. *The complexity of registering a new user after downloading and installing an app* can also discourage a user. In order to avoid anonymity of users when communicating with each other, but also towards individual advertisers, the availability of digital content is often based on a condition to create a custom profile within the application operator's database. If this process is unnecessarily complicated and time-consuming, it may discourage the user and they uninstall the downloaded Software immediately as a result. Experience has shown that it is good if there is some link to other well-known social media in this step.¹⁷ To make it easier for a sign up, one can then pair their login access with the data entered for your alternate accounts (like Google, Facebook, and more). At the same time, it is necessary to consider *the aptness of an application in a look for a solution of certain problem*. Long-term and regular use of the mobile application presupposes the fulfilment of the expectations and the intent of the person who will use it. In order to maintain a wide base of active users, it is of utmost importance that the number of services and functionalities provided continues to increase or reach a higher quality level. This should be ensured by systematically introduced updates of the Software in order to eliminate any deficiencies, or in line with the latest market trends in the field. The reasons for uninstall of Software integrating the SoLoMo concept could include for an instance *a complicated user interface*. The absence of a professional design in the user interface of a Software application may result in an illogical placement of a group of interactive icons, which serve for its control and direct interaction with a mobile device. In addition, the large amount of unstructured or only partially structured information makes the orientation in the application difficult and time consuming. If the application cannot create one consistent functional unit with a high added value, sooner or later they stop using it.¹⁸

17 SWART, J., PETERS, Ch., BROERSMA, M.: Sharing and Discussing News in Private Social Media Groups. The Social Function of News and Current Affairs in Location-Based, Work-Oriented and Leisure-Focused Communities. In *Digital Journalism*, 2019, Vol. 7, No. 2, p. 194-195.

18 HEINEMANN, G., GAISER, Ch.: *SoLoMo – Always-on im Handel: Die soziale, lokale und mobile Zukunft des Omnichannel-Shopping*. Wiesbaden : Springer Gabler, 2016, p. 44.

Considering the practical dimension of the Software, we may also assume that sending frequent notification messages from the application operator to the user, when they are not actively using it, may also be problematic. The intentional uninstall of the mobile application is then usually the result of inadequate distribution of advertising messages or alerts that include irrelevant posts of no redemption. A prospective *imbalance in information gained in virtual and real world* is also making a problem. The discrepancy between the proclaimed and the actual behaviour of the entities presented through the mobile application can be considerable. This is particularly evident in the area of buying and selling products through SoLoMo-based platforms. In particular, the necessary degree of cooperation at the online shop and a real store is unsatisfactory. For example, if a specific online offer is sent to a mobile online user that entitles them to purchase goods at a discount, in practice, the staff working in a store has no knowledge of such activity. They often deny that they have offered the product at all. At other times, they do not even know the application, which refers to the assortment of a physical store, at all.¹⁹ This can result in a dissatisfied or frustrated customer who no longer intends to use such application. Various security risks related to *the risk of data leakage to third parties* are currently coming to the forefront. In regards with recent cyber attacks, digital technology users are increasingly wary of putting their personal data in virtual space. Although Software application operators generally seek not to underestimate security measures to protect entrusted data, cybercrime has been repeatedly occurring. For this reason, anyone interested in a mobile application should really consider the seriousness and credibility of a request to pass on personal information that does not, in principle, relate to the subject of purchase in an application store (e.g., Google Play, App Store, etc.). A situation where their amount is limited to the necessary minimum and the report is consistently subject to the European Union's General Data Protection Regulation (GDPR), which aims to unify information systems and procedures for working with sensitive data is a preference.²⁰

We dare to remind, that there needs to be caution even with the search and observance of the detailed description of advertised digital product, in order to overcome various fraudulent or malicious applications. We

19 KOTLER, P. et al.: *Marketing 4.0: Moving from Traditional to Digital*. Hoboken : John Wiley & Sons, 2017, p. 121-122.

20 ŽULOVÁ, J., ŠVEC, M.: *GDPR a ochrana záujmov zamestnancov*. Bratislava : Friedrich Ebert Stiftung, 2018, p. 19.

should check not only the number of downloads for the selected Software, but also the name of the company that programmed it. Fake applications tends to make profit from the possible misreading of similar names when they are compared to the certified version. Nevertheless, before installing a mobile application on an electronic device, it makes sense to follow the reviews and feedback from other users on the Internet. Finally, we should not omit *the size of the application for the mobile operational system and its consumption*. The visit to the shop with a purchase of a digital product usually is tensely connected with the check on the size of application with regards to the current free space on the disk of a mobile device. In general, the newer the version of an application, the more demanding it is for a memory space. The lack of memory space slows down the running processes and lowers the performance of the device. One of the unwanted causes of the situation under consideration are those mobile applications that remain on the screen even when they are not used. In the practical application of the principles of the SoLoMo concept, this applies in particular to the Software, which is designed primarily for unlimited communication between entities making an effort to achieve a common goal based on cooperation and better coordination. No less important factor in helping to decide whether the Software application remains on disk is its power consumption from the mobile device battery. While in some applications a rather negligible share of consumption is sufficient, others are able to consume more than 20% of battery capacity for optimal performance.²¹ We consider this a sufficient reason for rational consideration of its effectivity and benefit. In particular, when there are other less demanding alternatives on the market.

Conclusion

In the designing of products that accentuate the characteristics of the SoLoMo concept, apart from respecting certain stylization and schematisation resulting from the compatibility and complementarity of the areas concerned, it is very important to use the encouraging elements that help remain in the Software application environment for as long as

21 HSIEH, M.: SoLoMo Technology: Exploring the Most Critical Determinants of SoLoMo Technology in the Contemporary Mobile Communication Technology Era. In *Journal of Ambient Intelligence and Humanized Computing*, 2018, Vol. 9, No. 2, p. 315.

possible. Ideally, it is an easy to remember communication with relevant content, which forces tighter social interaction between users and which is a reason to start long-term collaboration. The user of the Software should be aware of the final added value, which a systematic work with modern digital technologies offer: to save time, money and energy. Although we cannot deny that several of the above arguments are a relevant reason to ban the Software application from running on a mobile device display in some circumstances, it still retains the opportunity to retrieve it from the application store, install and run it later. Therefore, it can never be excluded that the owner of a portable electronic device will ever come back to it after the introduction of new updates.

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Contact data:

PhDr. Adam Madleňák, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
adam.madlenak@ucm.s

DESTINATION MANAGEMENT ORGANIZATIONS IN CENTRAL SLOVAKIA ON FACEBOOK: INFLUENCE OF A CONTENT AND A FORMAT OF POSTS ON THE NUMBER OF INTERACTIONS

Barbora Marišová – Eva Smolková – Lukáš Val'ko

Abstract

Social media offer destination management organizations great opportunity to communicate, get and stay in touch with potential and existing tourists. Important is to take advantage of it in way that benefits the organization as well as whole destination. The goal of this paper is the analysis of influence of a content and a format of Facebook posts on the number of followers' interactions. Data for research were gained by analysis of each post posted by chosen regional destination management organizations in Central Slovakia during the chosen period (summer season). We used descriptive statistics and Kruskal-Wallis Test to obtain the results, namely identification of influence of different post content and post format on the followers' interactions. Results showed that the influence of a different type of post content and a different type of post format on the number of interactions was identified as a significant and that there exists a huge contrast between most posted posts and most popular posts among followers.

Key words:

Destination Marketing. Facebook. Regional Destination Management Organization. Social Media.

Introduction

New tools were brought into tourism sector in previous years because of the developing of internet and mobile devices. There are several key tools, which dominate the tourism sector – e.g. e-commerce, social media and social networks. It is believed that more than 80 % of tourists plan their trip or part of their trip online and more than a half of all trips are booked by online tools. Tools needed in marketing plans changed as well. Currently we cannot ignore Facebook fan pages, tweets, blogs, photos or videos, comments and reviews. The future of the tourism sector will probably become even more connected to online space and social media, which bring the marketing activities another level higher. In recent years, destinations became base stones for tourism development with destination management organizations responsible for management and marketing of their destinations. Tourists and their homes are usually

far away from tourism destinations. Therefore, social media seem to be a perfect opportunity for destination management organizations to get and stay in touch with potential and existing tourists. One of the social media, which offers this opportunity, is Facebook where destination management organizations may create their fan pages. However, how to take advantage of it? What types of posts are interesting for tourists? Is there connection between what destination management organizations post on Facebook and how do tourist (followers) interact? The objective of this paper is the analysis of influence of a content and a format of Facebook posts on number of followers' interactions.

1 Literature Review

1.1 A role of Social Media in Tourism

American authors Mangold and Faulds see social media and social networks as an inevitable part of digital marketing. Digital marketing or so-called online marketing or e-marketing is a new interconnection of internet and marketing. Digital marketing uses communication and promotion tools in a digital space.¹ Typical digital marketing tools are websites, mobile marketing, social media, emails, blogs, mobile apps, virtual reality etc. Social media are web media for developing the contacts, electronic communication, creation of communities and sharing of information, news, ideas or media with other users. Social media covers many tools including social networks. Mangold and Faulds characterize following tools of social media:

- social networks (Facebook, MySpace),
- websites for sharing of creative work (YouTube),
- blogs,
- websites,
- professional networking sites (LinkedIn),
- commercial communities (Amazon.com),
- communities for sharing of „open source“ software (Linux.org) and others.²

1 *Marketing v prostredí internetu*. [online]. [2019-12-04]. Available at: <<http://www.marketingonline.sk/online-marketing/>>.

2 MANGOLD, W. G., FAULDS, D. J.: Social media: The new hybrid element of the promotion mix. In *Business Horizons*, 2009, Vol. 52, No. 4, p. 358.

We can explain social networks as internet applications, which offer their users a place for communication, sharing and publishing the content and support its production.³ Boyd and Ellison define social network sites as internet services enabling the individuals to:

- create public or partly public profile in a bounded system,
- publish a list of other people users are connected to,
- see and link one contact list with other contact lists within this system.⁴

Due to a number of benefits such as low costs, popularity among the users, creativity or the fact that they act as a customer communication tool, social networks started to be an inherent part of marketing, especially in presentation, promotion and communication. Thanks to social networks, companies are now able to interact with their customers in a long-term relationship, to identify their needs, wishes, opinions and preferences and therefore to adjust their marketing and business strategy.⁵ The most popular social network globally (by number of users) is Facebook. Almost 2,5 million of people and businesses have an active account there. Other popular networks are YouTube, WhatsApp, Instagram or Twitter. Internet and social media became a phenomenon globally, and Slovakia is not an exception. Table 1 represents the use of internet by Slovaks. Social media were actively used by a half of Slovak population and 44 % of Slovaks were using their mobile versions.

Table 1: Slovak digital world population

Total population	Internet users	Active social media users	Unique smart-phones users	Active mobile social media users
5,45 mil.	4,63 mil.	2,70 mil.	3,82 mil.	2,4 mil.
% of total population	85%	50%	70%	44%

Source: *Digital 2019 – Slovakia*. [online]. [2019-10-01]. Available at: <<https://datareportal.com/reports/digital-2019-slovakia>>.

3 *Marketing na sociálnych sieťach*. [online]. [2019-12-04]. Available at: <<http://marketing.krea.sk/clanky/socialne-siete/>>.

4 BOYD, D. M., ELLISON, N. B.: Social Network Sites: Definition, History, and Scholarship. In *Journal of Computer-Mediated Communication*, 2007, Vol. 13, No. 1, p. 211.

5 KUNERTOVÁ, P., ROSTÁŠOVÁ, M.: Sociálne siete ako efektívna forma marketingovej komunikácie. In PETRANOVÁ, D., ĎURKOVÁ, K., BOBOVNICKÝ, A. (eds.): *Digitálny marketing*. Trnava : FMK UCM in Trnava, 2011, p. 62. [online]. [2019-09-30]. Available at: <https://fmk.sk/download/konferencie/zborniky/NTM_2011_-_Digitalny_marketing.pdf>.

The worldwide most popular social network Facebook was in January 2019 used by 2,6 million of Slovaks (47,7 % of total population). Slovaks tend to visit Facebook and other social media by their mobile devices. The positive trend in using mobile phones to browse social media is represented by a 4,3 % year-to-year growth.

1.2 Social Networks in Destination Marketing

Destination marketing has a key role in the sustainability and future growth of tourism destinations in a global market.⁶ Thus it is inevitable to understand what a term 'destination' represents. Destinations' role is to link eclectic and diverse scope of businesses and people, whose main interest is the prosperity and growth of their community within a specific geographical area.^{7 8} The success of every destination member, tourism ventures and cooperatives, depends on success and competitiveness of the destination and vice versa.⁹ Therefore, the main idea of destinations in relation to tourism sector is that destinations cover people and businesses within the geographical area who are taking part in developing tourism activities in this geographical area. Modern technology has an influence almost on every business sector, including tourism and destinations. Promotion of destination is now a key activity to attract potential tourists and this is multiplied by a rise of state-of-art technology and their innovations use in the world. Typical example are social media and social networks.¹⁰ More authors see destination management organizations (DMO's) as an information source with authority. However, this function is being undermined by the emergence of new communication tools, such as social

6 For more information, see: *Policy and practice for global tourism*. Madrid : UNWTO, 2011.

7 THOMAS, R. et al.: Understanding small firms in tourism: a perspective on research trends and challenges. In *Tourism Management*, 2011, Vol. 32, No. 5, p. 963-976.

8 VERNON, J. et al.: Collaborative policymaking: Local Sustainable Projects. In *Annals of Tourism Research*, 2005, Vol. 32, No. 2, p. 325-345.

9 CAI, L. A. et al.: Towards a competitive destination brand in a mass market. In *Tourism Analysis*, 2007, Vol. 12, No. 5/6, p. 463-471.

10 PIKE, S., PAGE, S. J.: Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. In *Tourism Management*, 2014, Vol. 41, No. 1, p. 202-227.

media.^{11 12} As von Bergner and Lohmann conclude, modern technology is one of the most important future challenges for DMO's. They need to adapt their strategy, tactics and initiatives to the development of social media and other technology in order to fulfil customers' needs and wishes.^{13 14 15} Since the new millennium has started, a transformational effect of the communication technology took place, specifically in the tools most interesting in the context of marketing communication. And these are the tools, through which DMO's communicate with their customers about their products, activity and destination as itself.¹⁶

2 Methodology

The objective of this paper is the analysis of influence of a content and a format of Facebook posts on number of followers' interactions. Data for this research were gained through consistent analysis of each Facebook post posted by four regional destination management organizations (RDMOs)¹⁷ in Central Slovakia:

- REGIÓN HOREHRONIE,
- REGION LIPTOV,
- Stredné Slovensko,
- TURISTICKÝ NOVOHRAD A PODPOLANIE

11 HAYS, S. et al.: Social Media as a Destination Marketing Tool: Its Use by National Tourism Organizations. In *Current Issues in Tourism*, 2013, Vol. 16, No. 3, p. 211-239.

12 GRETZEL, U.: Consumer generated content-trends and implications for branding. In *e-Review of Tourism Research*, 2006, Vol. 4, No. 3, p. 9.

13 VON BERGNER, N. M., LOHMANN, M.: Future Challenges for Global Tourism: A Delphi Survey. In *Journal of Travel Research*, 2013, Vol. 53, No. 4, p. 59-61.

14 See also: SHELDON, P. J.: *Tourism information technology*. Wallingford : CABI, 1997.

15 POON, A.: *Tourism, technology and competitive strategies*. Wallingford : CABI, 1993, p. 148.

16 BUHALIS, D., LAW, R.: Progress in information technology and tourism management: 20 years on and 10 years after the Internet - The state of eTourism research. In *Tourism Management*, 2008, Vol. 29, No. 4, p. 609-623.

17 Remark by the authors: Regional Destination Management Organizations in Slovakia are established according to Act No. 91/2010 Coll. on tourism support and are responsible for tourism development in Slovak destinations.

On their Facebook fan pages in the period between 1 June 2019 and 31 August 2019. This period was chosen due to the fact that it is a period of summer season and the destinations in which examined RDMOs operate are the summer season destinations. On each Facebook fanpage we looked at the number of followers and number of posts posted during the examined period. Several variables were judged on each post posted during the period, namely:

- a) **content of a post** – what was the post telling about, we categorized each post to one of following categories: news, information about RDMO, events, destination photos, promotion of RDMO's members, tips for trips, promotion of RDMO's products, call for interaction / competition or other,
- b) **format of a post** – whether the posts contain photos, video, Facebook event or only text,
- c) **interactions with a post** – sum of likes, comments and shares of posts.

For analysis and interpretation of results, we used descriptive statistics (MS Excel Pivot Tables) as well as Kruskal-Wallis Test (IBM SPSS Statistics). We decided to use Kruskal-Wallis Test to identify whether the use of a different format of a post or different content have a significant influence on an average followers' interaction.

3 Results

Through realized analysis we gained following findings.

3.1 Followers, Posts and Interactions to Posts

Regarding the number of followers, there are significant differences among examined fan pages. Highest number of followers has the fan page of Liptov (21 975) what means that it is more than two times higher than number of followers of second fan page of Horehronie (9 340). The third one is the fanpage of Stredné Slovensko (6 587) followed by fan page of Turistický Novohrad a Podplanie (1 227). During the period under review, it was Stredné Slovensko which posted the most of posts (266 posts), followed by Liptov (232 posts), Horehronie (114 posts) and Turistický Novohrad a Podplanie (79 posts). However, not only number of posts and followers are important. The attractiveness of Facebook posts is shown through number of interactions (likes, comments and

shares) to posts and the ratio between average number of interactions and number of followers (interactions-followers ratio). The highest average number of interactions had the fan page of Stredné Slovensko (84 interactions) which had also the highest interactions-followers ratio (1,28%). The second highest average number of interactions had the fan page of Horehronie (76 interactions) with the interactions-followers ratio of 0,81%. Horehronie was followed by Liptov fan page (40 interactions) with very low interactions-followers ratio (0,18%) and Turistický Novohrad a Podpoľanie (14 interactions) with interactions-followers ratio of 1,15%. Summary of these findings are shown in Table 2.

Table 2: Followers, posts and interactions to posts

	HOREHRONIE	LIPTOV	STREDNÉ SLOVENSKO	TURISTICKÝ NOVOHRAD A PODPOĽANIE
Followers	9340	21975	6587	1227
Number of posts	114	232	266	79
Average number of interactions to post	76	40	84	14
Interactions-followers ratio (%)	0,81%	0,18%	1,28%	1,15%

Source: Own processing

3.2 Content of Posts

Regarding the structure of post content, we found out that half of posts focused on events (51%) – either to inform about the planned event, share the pictures from an ongoing event or to inform about the event, which was organized. Another half of posts was structured as follow: destination photos: 13%, promotion of RDMO’s products: 10%, news: 9%, promotion of RDMO members: 4%, tips for trips: 4%, information about RDMO: 4%, call for interaction / competition: 3% and other: 2%. We also looked at the posts’ content by RDMO and identified following structure of posts showed in Chart 1.

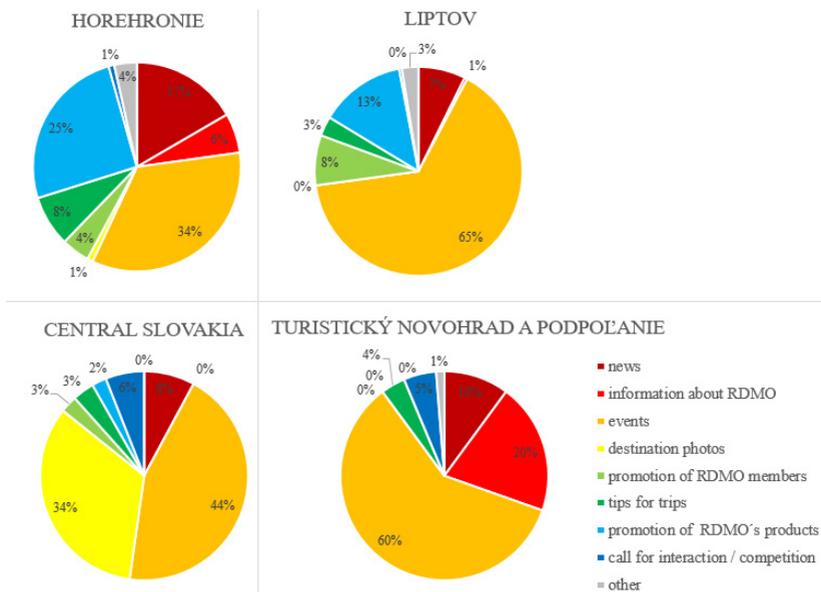


Chart 1: Structure of posts by content and RDMO

Source: Own processing

However, we identified that the posts with “events” content are not the most popular among followers. Moreover, they have the lowest average number of interactions (26 interactions per post). Popularity of types of posts among followers according to their number of interactions was: destination photos (170 interactions), news (124 interactions), tips for trips (105 interactions), call for interaction / competition (67 interactions), other (49 interactions), promotion of RDMO’s products (34 interactions), information about RDMO (30 interactions), promotion of RDMO’s members (29 interactions) and finally events (26 interactions). Comparison of number of posts and average number of interactions to post according to post content shows Chart 2.

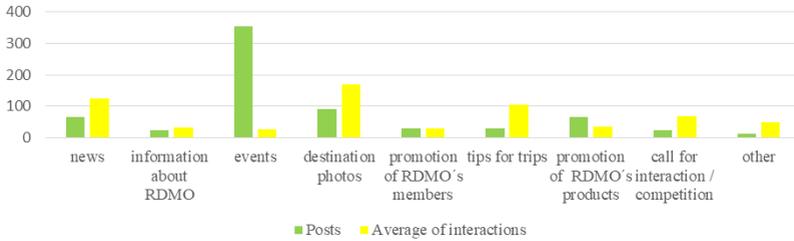


Chart 2: Comparison of number of posts and average number of interactions to post according to post content

Source: Own processing

To identify, whether the use of different post content have a significant influence on an average followers' interaction we used a Kruskal-Wallis statistical test. The influence of a different type of content was identified as a significant, as a Kruskal-Wallis test rejected the H0 hypothesis telling about no significance. The p-value (0,000) was lower in comparison with an α -value (0,05). It is shown in Picture 1.

Ranks			
	Post Content	N	Mean Rank
Total Interactions	news	65	453,33
	info about RDMO	24	336,35
	events	355	257,70
	destination photos	90	601,99
	RDMO members promotion	30	295,52
	tips for trips	28	499,95
	RDMO products promotion	66	295,94
	call for interaction	22	432,91
	other	11	360,41
	Total	691	

Test Statistics^{a,b}

	Total Interactions
Chi-Square	263,361
df	8
Asymp. Sig.	,000

a. Kruskal Wallis Test
b. Grouping Variable:
Post Content

Picture 1: Kruskal-Wallis test: Influence of a different type of content to total fans' interactions

Source: Own processing

Due to the findings, 1) the influence of a different type of posts content on number of interactions was identified as a significant and 2) there exists a huge contrast between most posted posts and most popular posts, focusing more on posting destination photos, tips for trips, news and call for interaction / competition seems to be more efficient. At the same time, it seems to be useless to focus so much on posting information about events.

3.3 Format of Posts

We also identified differences among formats of posts (photos, video, text only posts and Facebook events). RDMOs like the most to use photos in their posts (387 posts) which have the average number of interactions of 67. Videos were used in 107 posts with the average number of interactions of 62. There were 8 of text only posts with the average number of interactions of 62 and 65 posts with Facebook event format and average number of interactions of 24. We have researched also the influence of a different type of a post format to total followers' interaction. Chart 3 shows the average number of interactions to posts with and without photos, videos, text only and Facebook events.

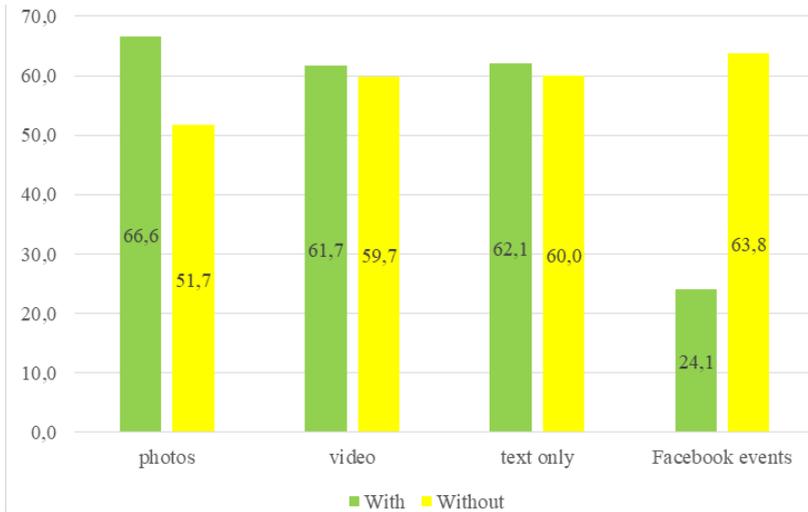


Chart 3: Average number of interactions to posts with and without photos, videos, text only and Facebook events

Source: Own processing

3.3.1 Photos

Using a photo in a post caused a higher interaction. It was proven not only by means (66,6 interactions with a post with photo/51,7 interactions with a post of other formats, see Chart 3), but by the statistical test as well (see the Picture 2). Since a p-value (0,012) was lower than an α -value (0,05), we rejected H0 hypothesis and thus accepted the hypothesis telling about a significant difference in number of interactions.

Ranks			
	Photos	N	Mean Rank
Total Interactions	0	304	324,38
	1	387	362,99
	Total	691	

Test Statistics^{a,b}

	Total Interactions
Chi-Square	6,371
df	1
Asymp. Sig.	,012

a. Kruskal Wallis Test

b. Grouping Variable:
Photos

Picture 2: Kruskal-Wallis test: Interactions with a post with photo and with a post of other formats

Source: Own processing

3.3.2 Videos

Using a video, however, did not cause a significantly higher interaction. Means result (61,7 interactions with a post with video/59,7 interactions with a post of other formats, see Chart 3) is supported by a Kruskal-Wallis test (see the Picture 3). Since a p-value (0,275) was higher than an α -value (0,05), we accepted H0 hypothesis and thus no significant difference in number of interactions.

Ranks

	video	N	Mean Rank
Total Interactions	0	584	342,45
	1	107	365,36
	Total	691	

Test Statistics^{a,b}

	Total Interactions
Chi-Square	1,191
df	1
Asymp. Sig.	,275

a. Kruskal Wallis Test

b. Grouping Variable:
video

Picture 3: Kruskal-Wallis test: Interactions with a post with video and with a post of other formats

Source: Own processing

3.3.3 Text Only

We did not have enough data to statistically prove the difference in followers' interactions between using pure text posts and other formats posts. Means show, that pure text posts had an average of 62,1 interactions while other formats posts had 60 (see Chart 3). Therefore, we can say that the difference is not significant.

3.3.4 Facebook Events

The same situation occurs here, as just a few posts had the event format. Thus the only way to prove the significance of difference in followers' interactions between event posts and other formats posts is by means. An average of 63,8 interactions were recorded by the post of non-event format, while by event format posts this number is only 24,1 interactions (see Chart 3). Due to the findings, 1) a different type of post format on number of interactions has a significant influence on interaction with the post and 2) using the photo as a post format seems to be the best option on a researched fanbase, while the videos and pure text have no such a great impact. On the other hand, creating a Facebook event recorded the least number of interactions.

Conclusion

Future of the tourism sector depends on many factors, but one of the strongest one is the development of the modern technology, e.g. social media. We were focusing on a use of social media in destination management organizations in central Slovakia, specifically on organizations Liptov, Horehronie, Central Slovakia and Novohrad a Podpoľanie. We researched an impact of the post content and post format choice on a total number of followers' interactions. The results show that there exists a significant influence of post content and post format on followers' interactions. We can find a strong cohesion in our results, as we proved that the most popular Facebook content among the fanbase was imagery (destination photos and tips for trips), while the highest number of interactions was recorded by imagery post format (photos).

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Contact data:

Mgr. Barbora Marišová
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava 25
SLOVAK REPUBLIC
barbora.sucha@fm.uniba.sk

assoc. prof. PhDr. Eva Smolková, CSc.
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava 25
SLOVAK REPUBLIC
eva.smolkova@fm.uniba.sk

Mgr. Lukáš Val'ko
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava 25
SLOVAK REPUBLIC
lukas.valko@fm.uniba.s

TESTING EMOTIONAL AND VISUAL REACTIONS TO SELECTED ADS OF THE ABSOLUT COMPANY

*Ludmila Nagyová – Janka Lenčėšová – Ingrida Košičiarová –
Jana Rybanská*

Abstract

The Internet has caused significant changes in many areas of life. By connecting a large number of people, the mechanisms of marketing, communication and business have changed. Business opportunities have opened up to the new opportunities, and a new platform for marketing business activities has been created. Online advertising has become a companion to these changes. Nevertheless, it should be kept in mind that both, current and offline advertising, often perceived as synonymous to the print advertising, remains. The ad can reach the target audience through a variety of media. Successful advertising may not be presented in printed media only. Due to the high price, advertising loses its dominant position on TV. In addition, radio and TV advertising is not very targeted. The precise direction of the ad campaigns is nowadays extremely important. Due to the mentioned, the aim of the present paper is to evaluate the emotional and visual responses of a selected target group of respondents to Absolut Company ads through neuromarketing methods. The research conducted in 2018 focused on examining two Absolut Company ads for Absolut vodka (made in Swedish town of Åhus from quality home-made ingredients, packaged in interesting design bottles and distributed to countries around the world). The first ad called "Slovak Moms, You Have Pretty Daughters" was created in Bratislava for the Slovak market. Its main idea was to alleviate racism in Slovakia and to bring Slovaks to greater tolerance towards other cultures. The second ad was created in South Africa in Johannesburg to support the professional growth of young talented artists. The choice of ad in Slovakia was influenced by the main motto to spread tolerance and address hatred towards people of different skin colour, as well as its inclusion among the most controversial advertising in Slovakia. The advertising campaign was also one of the most – discussed in 2018. The aim of the research was to test the two ads with different stories using the Eye tracker and Face reader. The results of eye-testing confirmed that the creators of the Slovak ad have successfully selected the content and message of the advertising. In the African ad, respondents paid more attention to singer Khuli Chan than to the presented inscriptions. In the next step of testing, the facial biometry method was used to test the valency of advertising (sympathy/antipathy) and respondents' emotions. While negative emotions can trigger non-tracking, on the other side positive emotions increase the chances of success. Testing the Slovak ad has confirmed the positive valency, which means that the Slovak ad for Absolut vodka was sympathetic to respondents, as opposed to African ad, which resulted in negative valency and the advertisement was rated as unsympathetic. The research also included a questionnaire survey aimed at comparing the conscious

and unconscious responses to the tested ads in which the same respondents have participated. 15 respondents were involved in the survey (neuromarketing experts report the size of a group of 3-12 respondents) – 9 women and 6 men. Ads testing was aimed at the target group of young people aged 18 to 25 years who are studying at the first level of higher education and have completed the secondary education with a school-leaving exam. The obtained data were processed by mathematical-statistical methods. The Chi-Square Goodness of Fit Test was used to determine the representativeness of the sample in terms of their gender. In the conclusion and discussion, there are processed the results of several researches with similar issues carried out abroad, which outlined the possibility of extending the research carried out by the authors to other areas and the use of other modern methods in data acquisition and processing.

Key words:

Absolut Vodka. Advertisement. Brand. Eye Tracker. Face Reader. Logo. Neuromarketing.

Introduction

As it was indicated in the abstract, the role on advertisement, either we talk about the online or the offline form of it, is still actual and well used method of promotion. The technological development brings new advertising media at increasingly shorter intervals. In general, Internet advertising is showing the greatest growth. Since 2009, there have been several changes in the digital world. Global Internet penetration has doubled, Internet usage has tripled and online advertising costs have quadrupled. Internet advertising is also advancing fast on the Slovak media market. Businesses are gradually transferring advertising budgets from print media to the Internet. Both, online and offline advertising, have their advantages and disadvantages. Without online advertising and marketing, businesses simply can't do it today. Unlike traditional media, online advertising offers benefits such as high targeting, the availability of huge amounts of data, the ability to start with a minimal budget, accurate measurability of results, and efficiency.¹ While offline advertising is a relatively costly form of promoting the own business, it also has its benefits, including market coverage, credibility, and durability. Consumer behaviour and decision-making on purchasing a particular product are constantly at the centre of attention of producers and retailers, marketing and communications professionals and specialists. The role

1 *Internetová reklama*. [online]. [2019-09-08]. Available at: <<http://podnikam.sk/kategorie/marketing/reklama/internetova-reklama>>.

of producers is to produce the product that the customer is interested in and the merchants to find out what influences their purchasing decisions. Knowing the needs and requirements of the customer is the main goal of the marketing research focused on the consumer behaviour. This can be investigated with the use of new, constantly improving methods. One of these methods and techniques is represented by the neuromarketing, which is at the forefront of understanding the brain's response to marketing stimuli, communication efficiency, consumer behaviour and decision-making. It combines neuroscience, economics and psychology into one functional whole.

Neuromarketing answers the question of how to create an ad to attract as many customers as possible, how to attract and get customers to buy a given product and how to create a long-term relationship with them. It investigates the impact of cognitive, affective, and sensorimotor stimuli on customer and consumer responses, using modern human medical devices such as fMRI (functional magnetic resonance imaging) or EEG (electroencephalography) to identify which parts of the brain are in watching the ads, images or observations of various other objects active and determine what emotions they evoke to the consumers. Various neuromarketing methods and procedures, which can capture the emotions and attention level of the target group without subjective distortion of the results, are used to research advertising and verify its perception by its users. The most commonly used is an eye camera, which monitors where and how long the user is watching, moving his eyes and expanding pupils to various stimuli. The output of the measurement with an eye camera is a monitored object with color-coded areas, so-called a heat map that shows the places with the highest concentration of view of the subjects. Various product catalogues, billboards, websites, pictures and so on can be explored. Other methods include measurement of skin resistance and electro dermal activity, electromyography or facial expression analysis. However, none of these techniques will provide information on positive or negative responses and will not answer why. Shortcomings can be alleviated through questionnaires or short interviews. The aim of the present paper is to evaluate the emotional and visual responses of a selected group of respondents to two different advertisements (ads) of the Absolut Company; with the use of neuromarketing methods and a questionnaire survey.

1 Theoretical Background

Marketing communication represents any form of communication between a manufacturer and a potential customer or consumer. There are many definitions of ads and most of them characterize advertising as a communication between two participants in the communication process – the advertiser on the one hand and the recipient, to whom it is targeted. This communication has a commercial purpose and takes place through various communication channels. The American Marketing Association defines advertising as follow: “Advertising is any paid form of impersonal presentation and offering of ideas, goods or services through an identifiable sponsor”.^{2, 3} Advertising is a paid form of non-personal presentation and support of ideas, products or services, which is paid by an identifiable sponsor.⁴ Advertising is a deliberate or forced influence on the buyer in favor of its advertiser through the product.⁵ The most important step in advertising is transforming creative ideas and choosing appropriate techniques to ensure advertising effectiveness.⁶ Advertising is a specific tool for influencing the opinion, purchasing, moral and aesthetic values.⁷ In addition to the definition of advertising, attention must be paid to concepts, models of attitudes, perception and evaluation of advertising. The advent of the Internet has caused significant changes in many areas of life. It opened up significant opportunities for entrepreneurs in marketing their business activities. Online advertising – google advertising (brand awareness – banners, targeted search for products and services – search, communication with website visitors – remarketing), facebook advertising (develops and improves its advertising formats), Instagram advertising (one of the newest formats presenting images, videos, etc.), video advertising on youtube (simple images and audiovisual spots), etarget advertising (brand building and

2 VYSEKALOVÁ, J. et al.: *Psychologie reklamy*. 4th Edition. Prague : Grada Publishing, a. s., 2012, p. 20.

3 *Definition of Marketing Research*. 2004. [online]. [2019-09-12]. Available at: <<https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>>.

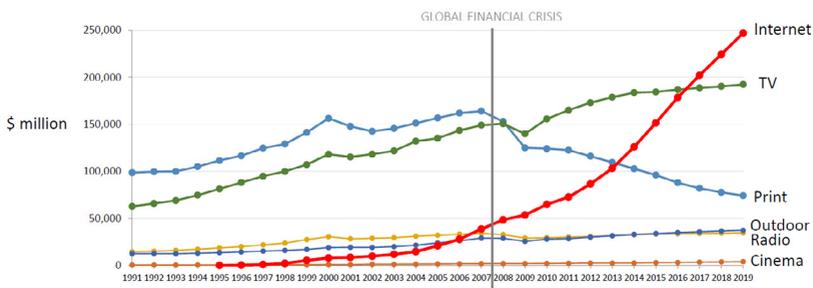
4 KOTLER, P., ARMSTRONG, G.: *Marketing*. 6th Edition. Prague : Grada Publishing, a. s., 2007, p. 347.

5 HANULÁKOVÁ, E.: *Etika v marketingu*. 1st Edition. Bratislava : Eurounion, 1996, p. 73.

6 PELSMACKER, P., GUENES, M., VAN DEN BERCH, J.: *Marketingová komunikace*. Prague : Grada Publishing, a. s., 2003, p. 203.

7 REIFOVÁ, I. et al.: *Slovník mediální komunikace*. 1st Edition. Prague : Portál, 2004, p. 209.

strengthening), RTB advertising (presentation of creative banners via RTB or real-time-bidding one of the ways to buy ad space in top online media) and so on.⁸ In addition to online advertising, current offline advertising in print media with its merits, including market coverage, the ability to reach specific audiences, credibility and durability, billboards, bigboards and megaboards, citylight at stops, shopping centers, but also in their interiors, posters and others. Offline advertising is a specific visual site related to the use of colours, the positioning and stylization of headlines.⁹ Since 2009, there have been significant changes in the digital world. Global penetration has doubled on the Internet, internet usage has tripled and online advertising costs have quadrupled (Picture 1).



Picture 1: The development of communication media in 1991 – 2019

Source: *Viac ako 2 milióny slovenskej populácie sa pripája na internet cez mobilné telefóny*. [online]. [2019-09-12]. Available at: <<https://www.performics.com/sk/online-vs-offline>>.

Understanding how and why people make decisions will change your strategic approach. How human brain works? These questions are answered by the results of a number of researches that show the influence of vision, colours, sound, music, smell and other factors in consumer decision-making:

- people remember 10% of things they hear, 80% of things they see or do and 20% of what they have read,
- human brains process visuals 60K times faster than text, 65% of people are visual leaders, and 90% of information sent to the brain are visual,

8 *PPC reklama*. [online]. [2019-09-08]. Available at: <<http://viamedia.sk/ppcreklama?gclid=cj0kcqjwoqdtbrdarisal4pvidnjuzc0viasp4eilppi2yqd176pbteeuzycvfmbr9dhqquv3c9qsaaiqgealwwcb>>.

9 *BRIATKA, Š.: Ako nás ovplyvňuje offline reklama?* [online]. [2019-09-12]. Available at: <<http://blog.neoweb.sk/offline-reklama>>.

- coloured visuals are proven to increase people's willingness to read by 80%,
- 93% of customers place visual appearance and color above other factors,
- color increases brand recognition by 80%,
- 33% of customers said they lingered in the store to finish hearing a song especially enjoyed,
- 24% believe that music causes them to stay in the supermarket longer,
- 28% of shoppers say that music slows their shopping and 49% of customers prefer mix of styles,
- people perceive a shorter wait time when they hear music that they like – 17% of customers like pop, 10% rock, 6% R&B/hip-hop and 9% jazz/blues.¹⁰

Since time immemorial, people have given colours different qualities and moods. Black was the colour of mourning already in the ancient Romans, in medieval Europe it was white in mourning colour at the royal courts, which can still be seen at funerals in India. To this day it is possible to meet at the funerals people exclusively in white clothes. People from Japan or South Korea regard the shades of purple as the colour of luxury, unlike the Americans who a purely subjective matter influenced by the cultural background. The study of shades and their psychological subtext is dealt with by the psychology of colours, which is a relatively young science that does not offer exact answers. However, it is a powerful tool as associations arise in the heads of people with the colour and appearance of the logos of individual companies. There is a certain tendency in branding to assign attributes to brands and logos based on their colour design.¹¹ Advertising, regardless of the medium through which it is presented, is conveyed to customers in colours. Red is considered to be the most influential in advertising, and is recommended for products that symbolize the masculine feeling (sports cars, cigarettes) and impulsive products (chewing gum, chocolate). The orange colour promotes activity

10 WALKER-FORD, M.: *Shopper Psychology: How to Use Basic Psychology to Increase Online and Offline Sales [Infographic]*. [online]. [2019-09-12]. Available at: <<http://www.socialmediatoday.com/news/shopper-psychology-how-to-use-basic-psychology-to-increase-online-and-offl/550539/?fbclid=IwAR0jRfWmubEyq2wvwwvc8YXj8mW65f1KH09dxZ2z-1GdGdZIV XK sGbmc3-CEE>>.

11 BRIATKA, Š.: *Ako vnímame farby vo svete reklamy*. [online]. [2019-09-12]. Available at: <<http://blog.neoweb.sk/farby-vo-svete-reklamy>>.

and appetite, it is suitable for advertising ready meals and meat. Yellow in combination with black is suitable for attracting customer attention, in marketing it symbolizes low price and discounts. Green colour expresses ecological values and the environment, often used for packaging frozen foods, canned vegetables and tobacco products. Products in green packaging are considered to be healthier, less fat and higher in vitamins. Blue is suitable for advertising frozen foods and beverages. Brown in advertising represents quality and professionalism, it is suitable for strongly sweet foods, caffeine products and products for men. Black is used to advertise high quality products with high prices – perfumes, limousines and wines.

White is neutral, is a symbol of fashion, innocence, perfection, but also emptiness, combined with blue is the embodiment of purity. Advertising specialists are aware that colour can be critical to the success or failure of a product or service. It is important to realize that customers buy the product due to its colours and the emotions it evokes.¹² Companies that want to succeed in the market regularly monitor the behaviour of their customers through internal databases. Gathering and sorting marketing information about competitors enables them to improve marketing decisions and identify potential opportunities and threats in a timely manner.¹³ Marketing research specifies the required information by areas and problems, selects appropriate methods for the collection of information, manages and executes the data collection process, analyses the results, communicates the findings and derives the necessary consequences.¹⁴ Marketing research uses quantitative research, qualitative research, or a combination of them. In addition to traditional methods, neuromarketing is a way to understand what happens in the human brain.¹⁵ Dooley explains how to practically apply neuroscience and behaviour research to better market for consumers by understanding their decision patterns. Neuromarketing studies the way the brain responds to various cognitive and sensory marketing stimuli.

12 POHANKOVÁ ZAHATLANOVÁ, M.: *Farby v reklame*. [online]. [2019-09-08]. Available at: <<http://zzvp.sk/page.php?odkaz=farbyvreklame>>.

13 KOTLER, P., ARMSTRONG, G.: *Marketing*. 6th Edition. Prague : Grada Publishing, a. s., 2004, p. 225.

14 VYSEKALOVÁ, J. et al.: *Psychologie reklamy*. 4th Edition. Prague : Grada Publishing, a. s., 2012, p. 20.

15 HENDL, J.: *Kvalitativní výzkum: Základní teorie, metody a aplikace*. 4th Edition. Prague : Portál, 2016, p. 60.

Analysts use this to measure a consumer's preference, what a customer reacts to, and why consumers make certain decisions. The author offers key strategies for targeting consumers through in-person sales, online and print ads, and other marketing mediums. This scientific approach to marketing has helped many well-known brands and companies determine how to best market their products to different demographics and consumer groups.¹⁶ The presence of celebrities or people considered physically beautiful in advertisements activates a brain area involved in the process of recognition and creation of trust. Therefore, the conclusion would be that famous or attractive people influence consumers – preferences, resulting in the purchase decision.¹⁷ Irrelevant messages reduce consumers – positive responses to a product and that those advertising elements that lead consumers to relate to themselves cause positive responses.¹⁸ Another study also showed that expressions of fear and danger activate a brain region that is responsible for the removal of behaviour. These discoveries help companies to modify and select their advertisements. Neuromarketing helps companies identify elements that are neurologically engaging in a TV ad. Companies assess the images, phrases, sound effects and music to develop advertising campaigns that are more appealing to consumers.¹⁹

Neuromarketing can help in the development of advertising in three ways – a reference analysis that seeks to determine the best way to talk about products and brands in advertising, a vertical analysis that breaks down advertising by means of tone and sound to see which advertising element is stronger and the types of emotions caused by the consumer and the horizontal analysis comparing different versions made for the same

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- 16 DOOLEY, R.: *Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing*. New Jersey : John Wiley & Sons, Inc., 2012, p. 1-5.
 - 17 HUBERT, M., KENNING, P.: A current overview of consumer neuroscience. In *Journal of Consumer Behaviour*, 2008, Vol. 7, No. 4-5, p. 284. [online]. [2019-09-12]. Available at: <<http://onlinelibrary.wiley.com/doi/abs/10.1002/cb.251/>>.
 - 18 PERRACHIONE, T. K., PERRACHIONE, J. R.: Brains and brands: Developing mutually informative research in neuroscience and marketing. In *Journal of Consumer Behaviour*, 2008, Vol. 7, No. 4-5, p. 305. [online]. [2019-09-12]. Available at: <<http://dx.doi.org/10.1002/cb.253/>>.
 - 19 FUGATE, D. L.: Neuromarketing: A layman's look at neuroscience and its potential application to marketing practice. In *Journal of Consumer Marketing*, 2007, Vol. 24, No. 7, p. 386-393. [online]. [2019-09-12]. Available at: <<http://dx.doi.org/10.1108/07363760710834807/>>.

advertising and measuring the effects each has on the brain activity of the participants.²⁰ Rozan Fortunato et al. pointed out the neuromarketing techniques used in the world and the practical results obtained. They identified the main existing definitions of neuromarketing and the importance, as well as the potential contributions of neuromarketing, demonstrated the advantages of neuromarketing as a marketing research tool compared to traditional research methods, identified the ethical issues involved with neuromarketing research, presented the main neuromarketing techniques that are being used in the development of marketing research and presented studies in which neuromarketing research techniques were used.²¹ Three factors of advertising perception – cognitive factor, emotional factor and behavioral factor – have been extracted and specified by the Varimax rotation factor analysis and main component method, which characterize the internal structure of the advertising perception process and explain the percentage variations.²² Feelings are the conscious assessment of the perceived body state during an emotional response, are the results of emotions. Therefore, feelings occur when the brain is aware of the bodily change occurring as a result of a given emotion and are thus subsequent to emotions. Moreover, although emotions are more intense, they are also more short-lived; consequently, the optimal strategy should focus not so much on generating an emotional attachment as on achieving a sentimental one, which is more enduring.²³

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- 20 OHME, R., MATUKIN, M.: A small frog that makes a big difference: Brain wave testing of TV advertisements. In *IEEE Pulse*, 2012, Vol. 3, No. 3, p. 29. [online]. [2019-09-08]. Available at: <<http://dx.doi.org/10.1109/MPUL.2012.2189/>>.
- 21 ROZAN FORTUNATO, V. C., GIRALDI DE M. E. J., CALDEIRA DE OLIVEIRA, J. H.: A Review of Studies on Neuromarketing: Practical Results, Techniques, Contributions and Limitations. In *Journal of Management Research, Macrothink Institute, Inc.*, 2014, Vol. 6, No. 2, p. 216. [online]. [2019-09-08]. Available at: <<http://dx.doi.org/10.5296/jmr.v6i2.5446/>>.
- 22 FRANKOVSKÝ, M., BIRKNEROVÁ, Z.: Identifikovanie faktorov vnímania reklamy a faktorov vnímania manipulácie. In *Človek a spoločnosť: internetový časopis pre pôvodné teoretické a výskumné štúdie z oblasti spoločenských vied*, 2016, Vol. 19, No. 2, p. 66. [online]. [2019-09-12]. Available at: <<http://www.clovekaspolocnost.sk/sk/rocnik-19rok2016/2/%20studieaclanky/%20identifikovanie-faktorov-vnimania-reklamy-a-faktorovvnimaniamanipulacie/>>.
- 23 MARTÍNEZ-RUIZ, M. P. et al.: Do affective variables make a difference in consumers behavior toward mobile advertising? In *Frontiers in Psychology*, 2017, Vol. 7, No. 1, p. 2-8. [online]. [2019-09-20]. Available at: <https://www.researchgate.net/publication/312047353_Do_Affective_Variables_Make_a_Difference_in_Consumers_Behavior_Toward_Mobile_Advertising>.

The aim of this study is to providing a comprehensive comparison of rational versus emotional appeals based on high and low involvement products to increase advertising effectiveness and an attempt to test, empirically, the effect of different advertising appeals on advertising attitude and consumer purchase decision. Quasi-experimental design method is used in this study to investigate the impacts of different rational and emotional appeals for different product categories. Analysis of variance (ANOVA), t-test and regression analysis were used to test the impacts of appeals for high and low involvement products.²⁴

2 Metods

The aim of the present paper is to evaluate the emotional and visual responses of a selected group of respondents to two different advertisements (ads) of The Absolut Company; with the use of neuromarketing methods and a questionnaire survey. The importance of the questionnaire survey lies in the comparison of conscious and unconscious responses to tested ads. The research, which was carried out in 2018, was focused on the study of Slovak and African ads of The Absolut Company, especially on its alcoholic beverage the Absolut Vodka. While the main purpose of the Slovak ad was to alleviate racism in Slovakia and make Slovaks more tolerant towards people of other cultures, the mission of African ad was to support young talented artists in their further artistic growth. Meeting the set goals requires obtaining information from primary and secondary sources. Secondary data were obtained from literature sources, magazines, journals and Internet; primary data were obtained with the use of neuromarketing testing, especially with the use of biometric devices – Eye tracker and Face reader. The Eye Tracker was used to determine the path of sight, i.e. the places where one mostly focuses his eyes, and the Face Reader was used to analyze the valency of tested ads (sympathy / antipathy) and respondents' emotions. 15 respondents participated in the testing – 9 were women and 6 were men. The questionnaire survey was conducted on the same group of respondents. The questionnaire contained not just

24 AKBARI, M.: Different impacts of advertising appeals on advertising attitude for high and low involvement products. In *Global business review*, 2015, Vol. 16, No. 3, p. 479-492. [online]. [2019-09-20]. Available at: <https://www.researchgate.net/publication/281232281_different_impacts_of_advertising_appeals_on_advertising_attitude_for_high_and_low_involvement_products/>.

the classification questions, but also the pre-spot and post-spot questions. The answers to the questions allowed a comparison of the conscious and unconscious responses to the tested ads. The basic research methods and mathematical-statistical methods were used for the processing of factual data. The representativeness of the sample (in terms of gender) was tested with the use of Chi-Square Goodness of Fit Test.

3 The Characteristics of Absolut Company

The Absolut Company is worldwide responsible for the production, innovation and strategic marketing of Absolut Vodka, Malibu, Kahlúa and Our/Vodka. Absolut Vodka is the fifth strongest brand of spirits in the world. This alcoholic beverage is produced in Åhus, located in the south of Sweden. The company is headquartered in Stockholm. The Absolut Company is part of the multinational concern Pernod Ricard, a leader in the production and distribution of wine and spirits, with more than 80 offices worldwide and globally employing over 18.000 people.²⁵

3.1 The Advertising Campaign of Absolut Vodka in Slovakia

In September 2018, The Absolut Company came to Slovakia with a new advertising campaign for Absolut Vodka - Slovakia lives in all colours. This campaign has become the most discussed campaign of the year. It is one of the most controversial campaigns in Slovakia. The ad titled *"Slovak Mothers, You Have Nice Daughters"* has everything to create a good ad. A mysterious introduction, a high-quality camera, a melodic song and a surprising conclusion do not leave people indifferent and create a need to react. Anyone can be a Slovak, regardless of skin colour. The new advertising campaign of the famous alcoholic beverage Absolut Vodka took place under this name in 2018. Its main motto was to spread tolerance. The main character in the advertisement for this drink is Slovakian Natália Dongová, an African woman from Nová Dubnica. The advertisement was situated in a disco environment, where Natália wears a Slovak folk costume, walks back and sings the Slovak folk song *"Slovak Mothers, You Have Pretty Daughters"*. At the end of the ad, she turns around and says, *"My name is Natália and I'm Slovak. Slovakia has long been living*

25 *Slovenské mamičky, pekné dcéry máte, tvrdí absolut. čo sa skrýva za týmto tvrdením?* Released on 13th September 2018. [online]. [2019-09-08]. Available at: <<http://strategie.hnonline.sk/marketing/1809020-absolut-provokuje-slovenske-mamicky-pekne-dcery-mate>>.

in all colours. So let go of the prejudice - come live and let live." (Picture 2). Through this advertising campaign, The Absolut Company wanted the Slovaks to realize that skin colour does not determine who we are. It calls on people not to solve prejudices, but to live their lives and let others live. It is the motto that The Absolut Company focuses on the themes of the contemporary world – tolerance and humanity. Through this ad, the company has been able to portray racism – one of the most up-to-date topics in contemporary world and bring it to the Slovak market.



Picture 2: Absolut Vodka - Slovak mothers, you have nice daughters

Source: *Slovensko hrá farbami*. [online]. [2019-09-08]. Available at: <<http://www.slovenskohrafarbami.sk>>.

The advertising agency Triad Advertising, with which The advertising agency Triad Advertising, with which The Absolut Company has been working for a long time, participated in the creation of the commercial. The positive results of the campaign include 66% of positive responses to advertising after adding likes, hearts, comments and sharing, 250 organic (unpaid) outputs in the form of spontaneous responses to TV programs (e.g. Seven Ltd. (Sedem s.r.o.)) on social networks (die-off) and radio shows, Absolut Vodka sales increased 13% compared to 2017, vodka sales increased 117% a comparison of pre- and during-campaign periods. In addition to online advertising for Absolut Vodka, the campaign also involved other communication tools through which the Absolut message was disseminated.²⁶ The Triad Agency has reported that it had received a lot of support from influencers during the campaign. Rapper Separ, moderator and youtuber Matej "Sajfa" Cifra, stand – up comedian

26 CEBROVÁ, L.: *Absolut zverejnila rekordné výsledky najvirálnejšej kampane v dejinách Slovenska*. 2019. [online]. [2019-03-08]. Available at: <<http://www.startitup.sk/absolut-zverejnila-rekordne-vysledky-najviralnejsej-kampane-v-dejinach-slovenska>>.

Joe Trendy, youtuber Exploited and many other people working in different cultural areas, voluntarily supported the idea of tolerance and humanity. As a part of the international festival of contemporary art entitled White Night in 2018, held in Bratislava, the Old Bridge in the colours of tolerance was highlighted, with the idea of connecting the banks of the Danube as mutual understanding should connect people. Through the world-famous music service Spotify, Absolut has created a special playlist called Slovakia Plays All Colours, bringing together more than 20 Slovak artists of different skin colours. There were 50 songs from various artists on the playlist who lent their songs to support this campaign. Most of them corresponded to the theme of the campaign - tolerance. Listening to songs from the playlist, people raised 5.000 € for People Against Racism. They created a limited edition of Absolut vodka called "Drop of love", which symbolically represents the collected ink of all hateful comments directed against an ongoing campaign, and turned it into love through lettering on the bottle, which lists the word love in different languages. Despite strong support for the main idea - tolerance and humanity, social networks have seen the views of people who have not identified with The Absolut Company's message.^{27, 28, 29}

3.2 The Advertising Campaign of Absolut Vodka in Africa

Africa is associated with a significant culture, liveliness, energy and self-confidence. The collaboration between Pernod Ricard South Africa and the VML South Africa advertising agency has resulted in the creation of an interesting advertising campaign of The Absolut Company. The mentioned campaign is situated on the African continent and it promotes young people's artistic talent and ongoing transformation across Africa. The visuals of the campaign are shown in the Picture 3.

27 *Pozrite si detailné výsledky najefektívnejších prác TRIADU (+ prvé výsledky Absolut kampane).* [online]. [2019-03-10]. Available at: <<http://blog.triad.sk/nase-prace/pozrite-si-detailne-vysledky-najefektivnejcich-prac-triadu-prve-vysledky-absolut-kampane>>.

28 *Absolut zverejnila rekordné výsledky najvirálnejšej kampane v dejinách Slovenska.* [online]. [2019-03-08]. Available at: <<http://www.startitup.sk/absolut-zverejnila-rekordne-vysledky-najviralnejsej-kampane-v-dejinach-slovenska>>.

29 *Autori kampane Slovenské mamičky, pekné dcéry máte: Vedeli sme, že to bude horúca téma.* [online]. [2019-09-12]. Available at: <<http://www.omeiach.com/reklama/13944-autori-kampane-slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.



Picture 3: Campaign Africa is Absolut #BeAbsolut

Source: MAMA – MTV Africa Music Awards. [online]. [2019-03-08]. Available at: <https://www.almighty.co.za/awards/2016/bookmarks/absolut_mama>; Africa Is Absolut. 2015. [online]. [2019-03-08]. Available at: <<https://www.filmcontact.com/news/south-africa/commercials/africa-absolut>>; Absolut. [online]. [2019-03-08]. Available at: <<https://www.vml.com/our-work/absolut>>; Absolut. [online]. [2019-03-08]. Available at: <<https://www.vml.com/south-africa/our-work/absolut>>.

The idea behind the campaign was to unite artists with the same idea “One Source”. Every drop of Absolut Vodka comes from a single source in Sweden, which equates to the fact that all Africans come from one location – Africa, the birthplace of humanity and the place of all creatures. The Absolut Company supports artists, no matter whether big or small, with the same attitude as them and who turn culture upside down. In connection with this idea, The Absolut Company has decided to become a sponsor of the MTV Africa Music Awards, which celebrates and encourages African talents and promotes the pursuit of dreams. In order to inspire young Africans to fulfill their dreams, in 2015 they created a campaign #BeAbsolut in cooperation with MTV Africa Music Awards, where the advertising artist is the African artist Khuli Chan. The campaign has been integrated into traditional media platforms (TV) as well as online channels (YouTube), allowing fans to share their story with others #BeAbsolut and show pride in Africa across social networks. Positive results of the campaign include the recording of eight songs in collaboration with ten African artists, a series of documentaries, music video and live performances, 84% increase in sales, market share increased by 4.5% in 12 months after advertising, 1.75 billion earned media impressions, brand promotion 17%, 23.6 million people looking for campaign.

3.3 The Neuromarketing Research

The Eye Tracker application – Eye Camera and Face Reader – Facial Biometry, perform the Neuromarketing examinations on both sides of campaigns for Absolute Vodka – Slovak and African versions. If an ad suspects behaviour, it may first of all be perceived and recorded, processed and understood. For recording purposes, ad creators mainly use the human senses. The most important sense is sight, because through it a person perceives up to 65% of the information, which subconsciously acts on him. In many cases, the consumers choose an exact product by appearance or by advertising – the quality of ad processing plays an important role. The main visual aspects of advertising are logo, images and colours. With the Eye Tracker it is possible to find out the path of sight, the place where one focuses the most. These were ROIs (regions of interest) in the tested ads. Their meaning is to pass on the main ad division. Which is the product name, logo, brand and so on.

3.3.1 Advertising Spot on Absolut Vodka – Slovak Mothers, You Have Nice Daughters – Eye Tracker Testing

At the beginning of the ad, somewhere in the disco, a girl turned back, dressed in Slovak costume and sings the famous Slovak folk song Slovak Mothers, you have nice daughters. Picture 4 shows a preview of the first seconds of the spot featuring coloured circles showing the views of respondents who participated in the research. Almost all rings are centered on the tulle - the back of the girl's head. The creators of the ad managed to direct the respondents' attention to the main object by creating a sense of mystery and not immediately showing the face of the girl people were waiting for.

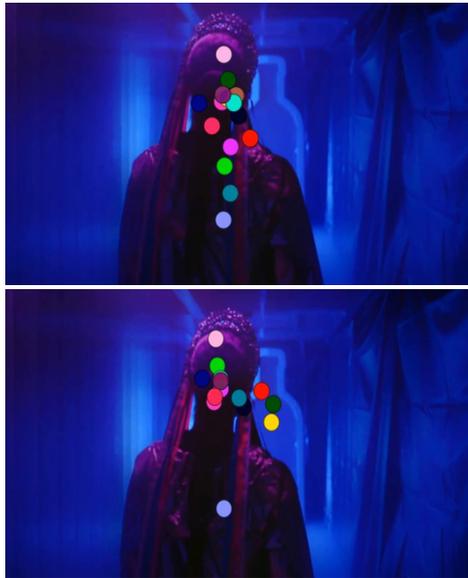


Picture 4: Eye tracker – the beginning of the spot Slovak mothers, you have nice daughters

Source: Own processing; *Slovenské mamičky pekné dcéry máte*. [online].

[2019-03-16]. Available at: <<http://www.omediach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

As Natália walked across the disco room, Absolut Vodka bottle silhouette emerged in the background. The girl no longer wore a white shirt with an embroidered vest, but a silver hooded jacket. Picture 5 shows the third second of the spot when these small changes in the picture occurred. At the beginning of the third second, the gaze scattered slightly and pointed at the top of the girl's garment. Three respondents also noticed the silhouette of the Absolut Vodka bottle in the background. However, most respondents continued to focus on the girl's head.

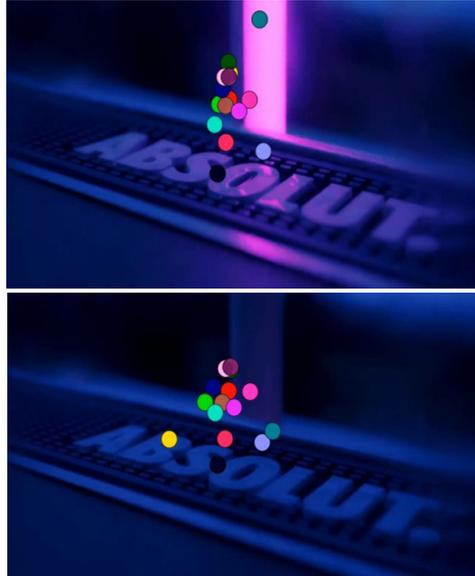


Picture 5: Eye tracker – the third second of the spot *Slovak mothers, you have nice daughter*

Source: Own processing; *Slovenské mamičky pekne dcéry máte*. [online]. [2019-03-16]. Available at: <<http://www.omediach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

In the sixth second of the spot there was no longer a girl on the picture, but the Absolut brand name appeared. However, respondents' attention was not attracted by the brand, but by the violet-pink light. As it can be seen on the Picture 6, after switching off the light, several respondents

paid attention to the brand for a moment, but then the light turned on again. Picture highlights the importance of using colours in advertising.



Picture 6: Eye tracker – the sixth second of the spot of Slovak Mothers, you have nice daughters

Source: Own processing; *Slovenské mamičky pekné dcéry máte*. [online]. [2019-03-16]. Available at: <<http://www.omeiach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

Then the girl enters among the dancing at the disco. There was no major change in respondents' views. Three looked at the surroundings, two at the silhouette of the bottle, but most of the respondents were still watching the figure of the girl. The face is an important element in advertising and it attracts the attention of the respondent – this is shown in Picture 7 – the views have changed from Natália to another dancer. Testing was the same until the ad ended. When Natália appeared in the demonstrations, most respondents focused on her. If she was not there, then on other dancers dancing on the floor. Only a few respondents paid attention to the shining power of the bottle during advertising.



Picture 7: Eye tracker – the 10th second of the spot of Slovak Mothers, you have nice daughters

Source: Own processing; *Slovenské mamičky pekné dcéry máte*. [online]. [2019-03-16]. Available at: <<http://www.omeiach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

In the second third of the spot, Natália started to face the audience. At that time, the scattering of the colour rings began to diminish, and most of the gaze was directed back to her face. In the twenty-fourth second, all views were directed to her face (Picture 8). In this part of the commercial, Natália introduced herself to the audience and introduced the main idea of the campaign, which is the fight against racism.



Picture 8: Eye tracker – the second third of the spot Slovak Mothers, you have nice daughters

Source: Own processing; *Slovenské mamičky pekné dcéry máte*. [online]. [2019-03-16]. Available at: <<http://www.omediach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

After Natália had given the idea of the campaign, she turned and danced among the other people on the floor. The Absolut Vodka logo came to the forefront with the slogan of the campaign “Come live, let live”. In the background was the familiar silhouette of the bottle. In Picture 9 you can see that the view of all respondents was directed at her. The ad concluded that the creators had successfully chosen the content and message of the ad.³⁰



Picture 9: Eye tracker – the end of the spot Slovak mothers, you have nice daughters

Source: Own processing; *Slovenské mamičky pekné dcéry máte*. [online]. [2019-03-16]. Available at: <<http://www.omediach.com/reklama/13944-autori-kampane%20slovenske-mamicky-pekne-dcery-mate-vedeli-sme-ze-to-bude-horuca-tema>>.

30 LENČEŠOVÁ, J.: *Testovanie spotrebiteľských reakcií na vybrané nástroje marketingovej komunikácie*. [Diploma thesis]. Nitra : Fakulta ekonomiky a manažmentu Slovenskej poľnohospodárskej univerzity v Nitre, 2019, p. 43-46.

3.3.2 Advertising Spot Absolut Vodka - #BeAbsolut, Eye Tracker Testing

The African version of the Absolut Vodka ad does not have the same story as the Slovak version. It is more dynamic and consists of different images. Their common feature is people, dance, music and entertainment. The well-known singer Khuli Chan is incorporated into the advertisement. The commercial spot is focused on the MAMA – MTV Africa Music Awards event. The ad starts with “*Strike is Absolut*”. It does not show any objects, only the background has a blurry gray speaker that “*strikes*” in the rhythm of music. At the bottom of the image, for the entire duration of the ad, it reads: “*Not sold to people under 18*”. Picture 10 shows a preview of the first image of the ad, which shows that respondents are watching the inscription in the center, not one respondent paid attention to the inscription at the bottom of the image.



Picture 10: Eye tracker – the start of the spot #BeAbsolut

Source: Own processing; #BeAbsolut. [online]. [2019-03-16]. Available at: <<http://www.youtube.com/watch?v=kqXEi0m8p0o>>; Campaign #BeAbsolut: Mixed with MTV Africa Awards, Africa Is Absolut. [online]. [2019-03-16]. Available at: <http://www.youtube.com/watch?time_continue=35&v=kqxei0m8p0oownresearch>.

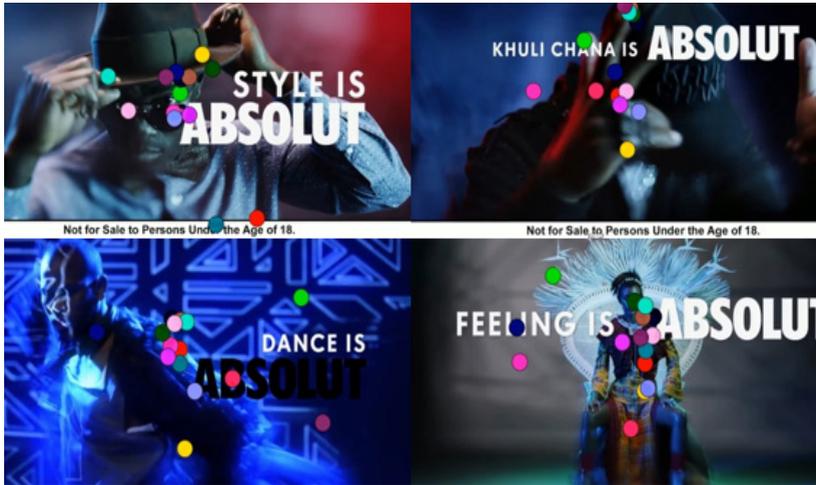
In the continuation of the ad, the silhouette of the Absolut Vodka bottle and the mirror image of a woman alternated in musical rhythm several times. Picture 11 shows the views of respondents who during the bottle demonstration were in most cases facing the bottle, but during a mirror image of a woman, the respondents looked at the center of the picture, the empty gray space. When a woman appeared in the center of the picture, the views of all respondents pointed to her again. She even attracted more attention than another inscription embedded in the ad – “*Rhythm is Absolut*.”



Picture 11: Eye tracker – the first third of the spot #BeAbsolut

Source: Own processing; #BeAbsolut. [online]. [2019-03-16]. Available at: <<http://www.youtube.com/watch?v=kqXEi0m8p0o>>; Campaign #BeAbsolut: Mixed with MTV Africa Awards, Africa Is Absolut. [online]. [2019-03-16]. Available at: <http://www.youtube.com/watch?time_continue=35&v=kqxei0m8p0oownresearch>.

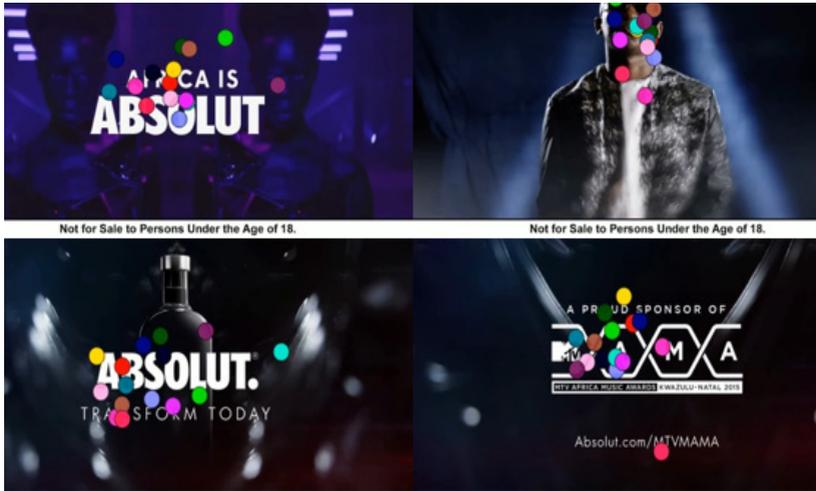
The ad contained a few more inscriptions - *"Style is Absolut, Khuli Chan is Absolut, Dance is Absolut, and Feeling is Absolut"*. In all cases the respondents were more interested in the object than the inscription (Picture 12).



Picture 12: Eye tracker – the spot #BeAbsolut

Source: Own processing; #BeAbsolut. [online]. [2019-03-16]. Available at: <<http://www.youtube.com/watch?v=kqXEi0m8p0o>>; Campaign #BeAbsolut: Mixed with MTV Africa Awards, Africa Is Absolut. [online]. [2019-03-16]. Available at: <http://www.youtube.com/watch?time_continue=35&v=kqxei0m8p0o&ownresearch>.

The change occurred at the end of the ad for the last inscription, which reads “Africa is Absolut”. The views of all respondents pointed to it. Maybe this was because the image was back in the mirror image of the character, or that the ad creators deliberately placed the characters in the dark to highlight the sign. Picture 13 shows the most exciting parts of the ad that viewers find most appealing. As in Slovak advertising, respondents almost did not look away from the main character. All respondents’ views were directed to one place at the end of the ad, featuring the logo, bottle, campaign password, and sponsors.



Picture 13: Eye tracker – the end of the spot #BeAbsolut

Source: Own processing; #BeAbsolut. [online]. [2019-03-16]. Available at: <<http://www.youtube.com/watch?v=kqXEi0m8p0o>>; Campaign #BeAbsolut: Mixed with MTV Africa Awards, Africa Is Absolut. [online]. [2019-03-16]. Available at: <http://www.youtube.com/watch?time_continue=35&v=kqxei0m8p0oownresearch>.

3.3.3 The Testing of Ads “Slovak Moms, You Have Pretty Daughters” and #Beabsolut By Face Reader Method

In the next step of testing, the Face Reader method was used. The valency of advertising (sympathy / antipathy) and respondents’ emotions were analyzed using this method. These are now very important, as people encounter audiovisual content on a daily basis. It is important that the advertising brings a quality and positive experience to viewers. Negative emotions can cause non-viewing or avoiding clash. Otherwise, positive emotions increase the chances of advertising success. As with the Eye Tracker method, same with the Face Reader method, the results were evaluated for the whole group of respondents. Neutral emotions always represent the highest percentage. In the case of the Slovak ad it was 50%. Apart from neutral emotions, the greatest percentage – 16% – were happy emotions, which in the case of ad can be considered a favorable outcome, which increases its chances of success. Surprisingly, the second ranked with 11% was the emotion of contempt. Only one percent less had emotions of sadness. The value of valency is also considered as an important indication. The device evaluated the positive valency, which means that the Slovak ad for Absolut Vodka had a favorable effect on respondents. The results of all respondents’ emotions are shown in Chart 1.

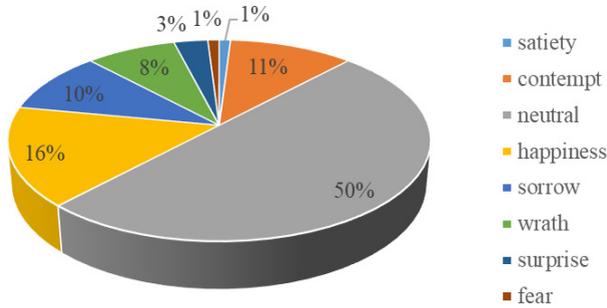


Chart 1: Face reader – spot Slovak mothers, you have nice daughters

Source: Own processing

In the case of African ad for the Absolut Vodka, the results of respondents' emotions differ slightly. Neutral emotions represent more than half of responses – 52%. After neutral emotions, the greatest percentage, same as in the case of the Slovak ad, is represented by happy emotions. The percentage of happy emotions, compared to Slovak ad, fell to 14%. On the contrary, the percentage of contempt rose to 12%. The percentage of mourning has not changed and remains at 10%. A significant change occurred in the result of valency. Its value dropped to negative, which means that the ad was rated as unsympathetic. The results of all respondents' emotions are shown in Chart 2.³¹

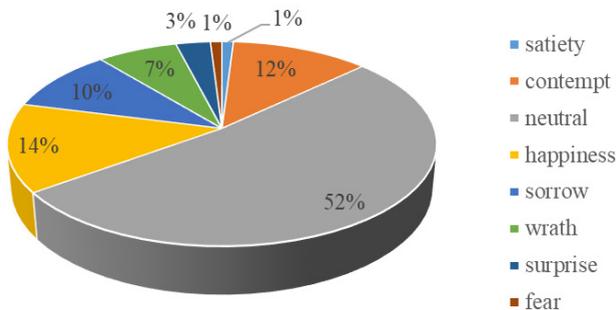


Chart 2: Facereader spot #BeAbsolut

Source: Own processing

31 LENČEŠOVÁ, J.: *Testovanie spotrebiteľských reakcií na vybrané nástroje marketingovej komunikácie*. [Diploma thesis]. Nitra : Fakulta ekonomiky a manažmentu Slovenskej poľnohospodárskej univerzity v Nitre, 2019, p. 51-52.

3.3.4 Questionnaire Survey to the Neuromarketing Research

The questionnaire survey was conducted on the same group of respondents as the neuro-marketing research. The aim of this questionnaire was to compare the conscious and unconscious responses to the tested ads. 15 respondents, 9 women and 6 men participated in the survey. Ad testing is targeted to a target group of young people between the ages of 18 and 25 years who study at the first level of higher education and have completed the secondary education with a school-leaving exam. The Chi-Square Goodness of Fit Test was used to determine the representativeness of the sample. First, hypotheses were established:

- H0: The sample is representative in terms of respondents' gender.
- H1: The sample is not representative in terms of respondents' gender.

Calculations of the test characteristic on the basis of data from the Statistical Office on the number of women and men in the SR at the end of 2018 confirmed that the result of the test characteristic is 0.467 and the table value is 3.841. Since the test characteristic is less than the table value, we accept the null hypothesis. The sample is representative in terms of respondents' gender (Table 1).³²

Table 1: Calculation of test characteristic

The population in December 2018		Relative values (%)	T	$(E-T)^2/T$	Representative sample	E
Women	2 789 344	51,18	7,68	0,228	Women	9
Men	2 661 077	48,82	7,32	0,239	Men	6
Together	5 450 421	100,00	15,00	0,467	Together	15

Source: Own processing

After the preview of tested ads, the following answers were recorded:

- 60% of respondents said that they liked the Slovak ad more than the African, the result is also consistent with their unconscious reactions, as facial biometrics showed a higher % of respondents' happy emotions in the case of watching the Slovak ad,

32 LENČEŠOVÁ, J.: *Testovanie spotrebiteľských reakcií na vybrané nástroje marketingovej komunikácie*. [Diploma thesis]. Nitra : Fakulta ekonomiky a manažmentu Slovenskej poľnohospodárskej univerzity v Nitre, 2019, p. 49-52.

- the results of Eye Tracker confirmed that the most attention while watching the ad was paid to Natália's eyes,
- to the question, what has mostly attract our respondents in watching the ads, the answers were as follows - 40% of respondents answered music, 20% dark-skinned girl, 13% Slovak folk costume and 7% respondents noted equally the party, effects and the quality of ad processing,
- from the appeals, which were noticed by the respondents in the case of Slovak ad exactly 80% said that it was the creativity, 13% the love and 6% the humor. Fear and anger were not identified in conscious answers by either respondent, although in unconscious answers anger represented 8% and fear 1% of all emotions. Even though respondents didn't notice these appeals in ad, they appeared in their emotions,
- in the next question, on a scale from 1 to 10, when 1 means negatively and 10 positively, respondents had to indicate how the music used in the Slovak ad has affected them. 40% of respondents rated it tenth, as the most interesting element in the ad, others rated it from 5 and higher and two respondents were not interested in it,
- 33% of respondents rated the multiculturalism shown in the ad as positive,
- in the African version of the ad, 20% of respondents were attracted by Africans and the party, 20% did not like the tested ad, 13% were interested in Khuli Chan, 13% in the used music and 7% in the bottle and the nation's pride,
- in the question of appeals used in the ad, 80% of respondents marked the creativity, 13% the love and 7% the humor. Anger and fear were not reported. According to the subconscious reactions, when watching the African ad, 7% of the total feelings were anger and 1% fear,
- same as in the case of Slovak ad, in the African one, the music has also an important position in it. Unfortunately, the African ad has attracted our respondents less than the Slovak one - on a scale of 1 to 10, where 1 represents a negative and 10 positive rating, only 13% rated it as a tenth and 33% rated it as 6,
- 73% responded to the question whether respondents lacked multiculturalism in African advertising and 27% did.³³

33 LENČEŠOVÁ, J.: *Testovanie spotrebiteľských reakcií na vybrané nástroje marketingovej komunikácie*. [Diploma thesis]. Nitra : Fakulta ekonomiky a manažmentu Slovenskej poľnohospodárskej univerzity v Nitre, 2019, p. 53-58.

Conclusion and Discussion

Similar researches of ads, as it was presented in the given paper, were also carried out abroad. Research into the brain activity of Chinese students was carried out to assess two versions of the same ad in two different cultures – Eastern and Western. One (Eastern) ad was created for the Chinese market and the other (Western) ad was created for the Italian market. Their aim was to compare the level of remembering, paid attention, presented comfort and perceived emotions. In neuromarketing research the EEG – electroencephalograph device was used, which is able to monitor variations of brain activity related to emotional and cognitive processing in TV commercials. The results of the research have showed the same level of attention and remembering for both versions of ads. Differences were noted in the ranking of friendliness, where eastern advertising in relation to the western one behaved more favourably. The results have also shown that the eastern population is more interested in actors and situations that they consider well known than those presented in the western version of the given ad.³⁴ Despite the fact that other instruments (Eye tracker and Face reader) were used in our research, the team of authors reached similar results when evaluating Absolut Company ads. Research on determining the valency value, based on the emotions of the respondents, has shown that the results of the used valency measurement devices may differ from each other. The study was aimed at identifying the respondent's emotions while watching an ad on the issue of irresponsible driving. A Face reader and an EEG (electroencephalograph) were used. The results obtained by the Face reader technique have showed the dominance of neutral feelings, while the results obtained by the EEG indicated the dominance of negative feelings during the follow-up. The differences in the result may be that in a biometric measurement, the tested person can check his / her facial expression and the scanning of these expressions is without direct contact. While the EEG device measures electrical brain activity, which the respondent cannot influence, making it more suitable for recognizing the true valence of consumer emotions. However, there

34 VECCHIATO, G. et al.: Cross – cultural analysis of neuroelectrical cognitive and emotional variables during the appreciation of TV commercials. In *Neuropsychological Trends*, 2014, Vol. 16, No. 2, p. 23-29. [online]. [2019-09-12]. Available at: <<https://doaj.org/article/2e33148e45b0475c97c3ce3d6e1cd96b>>.

were some variations in this measurement. For these reasons, the best solution seems to be to compare the results of measurements made with both instruments.³⁵

The dominance of neutral emotions was also recorded in the evaluation of the results of our facial biometry research. However, the achieved result was verified by conscious answers of the same research sample of respondents through a questionnaire survey. It is possible, however, that if we had used the EEG method in our research, there would be obtained small deviations, but the end result would probably not change. In 2019, a study was published in which Swiss experts compared the effects of ads broadcasted on TV with ads placed on YouTube. Multiple methods were used during this experiment. Eye movements, positive emotions, recognition, skin conductivity changes, shopping intent and attitude to advertised products were examined. As a result of the research in this case, more attention was given to TV ads than YouTube ads. Respondents showed more positive emotions while watching TV ads. There was no difference in recognition and purchasing intent, but ads that respondents had previously seen on TV but did not remember them, had a stronger change in skin conductivity than ads they had never seen before. As a result of the experiment, TV ad has a stronger impact on the recipient than advertising on the Internet, specifically on YouTube. In the long run, this effect is not demonstrable at a conscious level, but affects the consumer's unconscious.³⁶ In another questionnaire survey conducted by us, aimed at identifying consumer responses to marketing communication tools, the respondents were asked the question - where do they mostly encounter marketing communication tools. The answer was - on the Internet, where they were 7% more than on TV. Even with the question of which tools affect respondents the most to buy, most respondents preferred internet advertising to TV. The presented results consist of conscious answers. In many cases, the consumer is unaware

35 NEOMÁNIOVÁ, K., BERČÍK, J., HORSKÁ, E.: Dissonance of selected neuroscience techniques at detection of emotions in advertising spots. In *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 2018, Vol. 66, No. 4, p. 970-976. [online]. [2019-09-08]. Available at: <<https://doaj.org/article/a0427b21d0a440fb8f52daab4a6e9b6d/>>.

36 WEIBEL, D. et al.: *TV vs. YouTube: TV Advertisements Capture More Visual Attention, Create More Positive Emotions and Have a Stronger Impact on Implicit Long - Term Memory*. Released on 21st March 2019. [online]. [2019-09-12]. Available at: <http://www.almighty.co.za/awards/2016/bookmarks/abso_lutmama/>.

of how TV commercials are subconsciously affecting him/her, so if we examine their unconscious responses, there is a high probability that our results would be identical to those of the previous experiment.³⁷

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Contact data:

prof. Ing. Ludmila Nagyová, PhD.
Slovak University of Agriculture in Nitra
Faculty of Economics and Management
Tr. A. Hlinku 2
949 76 Nitra
SLOVAK REPUBLIC
ludmila.nagyova@uniag.sk

Ing. Janka Lenčేశová
TOBIÁŠ s.r.o.
Osadná 8
831 03 Bratislava-Nové Mesto
SLOVAK REPUBLIC
lencesova.dzejna@gmail.com

Ing. Ingrida Košičiarová, PhD.
Slovak University of Agriculture in Nitra
Faculty of Economics and Management
Tr. A. Hlinku 2
949 76 Nitra
SLOVAK REPUBLIC
ingrida.kosiciarova@uniag.sk

Mgr. et Mgr. Jana Rybanská, PhD.
Slovak University of Agriculture in Nitra
Faculty of Economics and Management
Tr. A. Hlinku 2
949 76 Nitra
SLOVAK REPUBLIC
jane.rybanska@gmail.com

SOME TENDENCIES IN COMMUNICATION OF NONPROFIT ORGANIZATIONS IN THE CZECH REPUBLIC

Dušan Pavlů

Abstract

The paper is focused on some more general trends in marketing communication of nonprofit organizations in the Czech Republic. It is based on some public opinion surveys regarding the effectiveness of marketing communication in the nonprofit organization sector, specific knowledge and awareness of the program of the nonprofit sector and willingness to be personally engaged in this area, analyses of communication practice of the nonprofit sector. The goal is to find the way to a more rational and long-term grounds on which to improve the current situation.

Key words:

Communication. Communication Strategy. Effectiveness of Communication. Non-Governmental Nonprofit Organization. Nonprofit Sector. Professionalism. Qualification of Marketers in the Nonprofit Sector.

Introduction

The political, economic and cultural life in our society, likewise in Slovakia, has been for thirty years looking for its contemporary dynamics the beginning of which is seen in November 1989. On the basis of various public opinion surveys it appears that the public more and more intensely perceives the global connections of the domestic phenomena in all forms of their everyday life. People very well understand that we live in the integrating Europe; that what was predicted by Marshal Mc Luhan in his comment about the world as a global village has actually become a reality today. But the changes we perceive personally and locally are very often of a global character and concern each of us more and more intensely. If we are to talk about the effectiveness of social marketing communication, we need to do it with the awareness that the global framework the nonprofit sector is active in, is the framework that forms and directs it and creates a smaller or bigger room for solutions. It is necessary to analyze a not too encouraging situation and find a rational and long-term way out to improve the current situation. And this text would like to contribute to it.

1 Global Background

As confirmed by one of the research studies organized by the Czech Academy of Sciences, the members of the public asked to characterize the seriousness of 14 global problems with specific manifestations also in our environment, admitted they found some of them really disturbing. The survey reveals the most serious problems of our people are: accumulation of waste, pollution and lack of drinking water, air pollution, rain forests decrease, penetration of hazardous substances from the environs into plants and animals and pollution of oceans - about 9 out of 10 respondents answer it is a "very" or "rather serious" problem. The most pressing problem is lack of drinking water and accumulation of waste as more than three fifths of the asked answer with the extreme variant, i.e., a "very serious" problem (64 % for lack of drinking water, 63 % for accumulation of waste). Half or more respondents perceive drinking water pollution (58 % as a "very serious" problem as well as oceans pollution (56 %), rain forests decrease and penetration of hazardous substances from the environs into plants and animals (52 % each) and air pollution (50 %). Approximately, four fifths of the Czech public think that agricultural land pollution is a "very", or "rather serious" problem (84 %, of those 40% answer "very serious"), raw materials resources depletion (82 %, of those 43 % answer "very serious" 43 %) and species decline (81 %, of those 4 % answer "very serious"). Three quarters of respondents see overpopulation and global warming as a "very", or "rather serious" problem (76 % each, of those 39 % think it is "very serious"). According to three fifths of respondents, genetically modified foods represent a "very", or "rather serious" problem (60 %, of those 28 % think it is "very serious". Only the operation of nuclear power stations was seen as a "very" or "rather serious" problem by less than half of the asked (48 %, of those 18% say it is "very serious").¹ A more detailed analysis shows that these general problems, in almost all cases, have their own, quite specific local and global solutions, which are in the power of the state administration and self-government as well as organizations in the nonprofit sector – everything at the national and international level.

1 *Czech public about global problems.* [online]. [2019-10-10]. Available at: <<https://cvvm.soc.cas.cz/cz/tiskove-zpravy/ostatni/ekologie/4675-ceska-verejnost-o-globalnich-problemech-kveten-2018>>.

The study of IPSOS² conducted for the Association for Social Responsibility reveals the latest data regarding the Sustainable Development Goals. The program: Sustainable Development Goals (SDGs), was adopted by all UN member states including the Czech Republic in 2015 as a shared blueprint for peace and prosperity for people and planet and aims to transform our world until the year 2030. Global goals bring commitments how to fight economic, social and environmental problems our planet faces. 3 out of 10 Czech citizens (specifically, 31 %) are aware of the Sustainable Development Goals, more often university graduates. Ranked among the three most successfully resolved goals are: Drinking water and sanitation (SDG 6), Quality education (SDG 4) and Gender equality (SDG 5). People often reflect the principles of sustainability into various areas of their everyday life. More than half of the Czech population (51 %) have heard of the concept „sustainable development“. Czechs think about the principles of sustainability when doing the shopping (55 %), selecting the method of transportation (45 %) or catering (43 %). These people are more often university graduates, and above all, young people under 35 years of age are concerned about the sustainable development in food. It is evident that the issue of a responsible approach to life, everyday living that is socially just and based on ethical principles is deeply rooted in the Czech population thanks to the humanist traditions.

1.1 Citizen and Chances to Influence the Quality of Their Life

Not only the regular media journalism but especially public opinion surveys bring a lot of information to confirm not only a relatively great willingness of the public to participate in putting things right but also a great trust of the public in the nonprofit sector (NGO, NNO) whose business line is not only activities in all 14 areas named but also in many others, which are primarily related to the immediate quality of life (education, care for the handicapped, seniors, etc.) or to more general global conflicts – human rights protection, help to developing countries, resolving the questions of migration of large groups of people, etc. The usual classification of engagement of the nonprofit sector:

- culture, protection of monuments, art,
- research and education,
- healthcare and social services,

2 *Czech Republic and Sustainable Development Goals UN?* [online]. [2019-10-14]. Available at: <https://simar.cz/assets/media/files/assets/uploads/TZ_Povedomi_Cechu_o_SDGs_2019_fin.pdf>.

- living environment protection, ecological education,
- human rights protection,
- equal opportunities,
- community development,
- work with children and youth,
- recreation, sport, physical education,
- others (e.g., support for the nonprofit sector; its PR, information services, support for donorship and volunteering).

The most valuable non-governmental nonprofit organizations for development of civil society, for a greater level of citizen engagement in the public administration are such that are set up spontaneously, as the will of citizens to change the unsatisfactory situation in a certain area of human life, which can personally affect the active subjects of that change or does not have to, but is always an obvious manifestation of an effort to change matters for the better. Those usually set up spontaneously, are ecological movements, societies to protect cultural monuments, organizations for healthcare and social services, associations or clubs offering care for the socially handicapped, offers for children to spend free time meaningfully and many other organizational units with the aim to improve the situation in the area of their interest. Voluntary activities have a long history in the Czech society as pointed out by Tereza Pospíšilová in the *Czech Journal of Sociology*.³ The current volunteers follow up the work of their predecessors and develop their legacy in a much wider range and insight into the depth of solution for those problems. The survey conducted by STEM in 2017 proves that the level of trust in the nonprofit sector is relatively high in our society as well as in Slovakia.⁴ The Czech Statistical Office in its analysis of the nonprofit sector (unfortunately, the recent data is available much later) for 2017 reveals some more global details published here to show that it is a really significant sector of social life which brings considerable values for those who urgently need help, support, material and financial assistance:⁵

3 POSPIŠILOVA, T.: Volunteering in the Czech Republic before 1989: discussions, updating. In *Journal of Sociology / Czech Sociological Review*, 2011, Vol. 47, No. 5, p. 888–909.

4 „What is the situation and cause for civic (non) engagement in the countries V4.“ [online]. [2019-05-07]. Available at: <<https://www.stem.cz/jaky-je-stav-a-pricina-obcanske-neangazovanosti-v-zemich-v4/>>.

5 *Satellite account for nonprofit institutions*. [online]. [2019-10-27]. Available at: <http://apl.czso.cz/pll/rocenka/rocenka.indexnu_sat>.

- The number of nonprofit institutions in 2017 grew to 140,826, a year-on-year increase by 2.3 %, most among associations and clubs – over 3,000 new ones in 2017.
- 105,292 – the number of employees expressed with the recalculated full-time jobs in 2017, a year-on-year increase by 1.16 %. The share in the total unemployment is 2.01 %.
- Volunteers worked 47.2 million hours, a year-on-year increase by 23 %. The value of their work was the impressive CZK 7.1 billion, which is a year-on-year increase by 10 %.
- In total 26,964 volunteers worked in the NGO segment in 2017.
- The NGO sector made up for 2.1% of the total employment in the Czech Republic.

The fact the nonprofit non-governmental sector is a significant part of our social life is shown in Table 1 with some selected data on the NNO.

Table 1: Production of the nonprofit sector by purpose in mil. CZK

Code	COPNI	Nonprofit Sector- total
	TOTAL	118527
	03.1.3 Support for interest activities	5021
05	SOCIAL CARE	5708
05.1	Social care services	5698
of those	05.1.1 Social care with accommodation	1932
	05.1.2 Social care without accommodation	3766
08	LIVING ENVIRONMENT PROTECTION	711
08.1	Living environment protection services	638
08.2	Research and development in the area of the living environment protection	73
of those	09.1.2 Local and regional development	3110
	09.1.3 Human rights protection	624
	09.1.5 Humanitarian help for other countries	807
09.2	Research and development in the area of services not listed elsewhere	285

Source: *Satellite account of nonprofit institutions*. [online]. [2019-10-27]. Available at: <http://apl.czso.cz/pll/rocenka/rocenka.indexnu_sat>.

1.2 Communication of Nonprofit Organizations - Situation, Problems, Questions and Solution

Our nonprofit organizations perceive their own shortcomings in communication with their social environs, which is the source for their personal, material, financial and reputation support and at the same time also the recipient of their activities in certain segments, and within their own organism - in communication with their colleagues and fellow workers, volunteers, etc. In our society we could recently - even from the government officials - hear some criticism of activities provided by the nonprofit sector and, particularly, unfounded accusations of uneconomical management of grant funding. The last time this issue was raised and debated was on the conference "Nonprofit organizations 2020 - trends in the nonprofit sector" in October 2019:⁶ *„verbal attacks on nonprofit organizations by politicians, officials and other public figures often come out of lack of awareness how the nonprofit sector works. Then they impact social services and other organizations, which, for example, care for the handicapped and for patients with all types of diseases, run hospices, help families in difficult situations or organize leisure time activities for children.“* It is more than apparent the nonprofit sector in the Czech Republic as a whole as well as its individual organizational units - associations and clubs - have to communicate with the society much more actively, present the outcomes of their work, the considerable effect their activity has in the areas where the government can't fully satisfy the actual need of the public and other partial segments.

One of the recent surveys conducted by the Czech P. R agency to map these communication activities reveals that nonprofit organizations very strongly feel the absence of qualified partners to help them develop a systematic and integrated marketing communication based on a clearly formulated communication strategy. In the survey among participants of the NGO Market- the show of nonprofit organizations activities in April 2016 - more than 41% representatives of nonprofit organizations admit they don't have a clue how to do communication, don't have the knowledge, expertise and skills to guarantee effective communication of their organization in all target groups. For 57% of respondents the major

6 MRÁZEK, A. *Publicly beneficial nonprofit organizations need more prestige and ability to respond to the current trends.* [online]. [2019-10-26]. Available at: <<https://www.avpo.cz/verejne-prospesne-nonprofitky-potrebuji-vice-prestize-a-schopnost-reagovat-na-aktualni-trendy/>>.

obstacle in the area of communication with the public is lack of finance and then lack of time to do it – 54%. All respondents name websites as the most often used tool to present their work followed by Facebook with 98 % of users, almost 86 % of nonprofit organizations prepare their own information and promotional materials, 73 % annual reports and 54 % of the asked use the press. 82 % of the asked think Facebook is most useful for the activity of their organization. 89 % of the asked use social media to gain supporters, 73 % to communicate with clients and almost 63 % to acquire sponsors. In terms of frequency the selected tools of public relations are used, social media are most often mentioned (96 %), followed by press releases (55 %), organization of sponsor and fundraising events (38 %) and 34 % of NGOs use campaigns. Over 96 % of respondents do public relations activities through their own resources.⁷

Large and significant nonprofit organizations, typically under the patronage of important ambassadors for culture, science, sport, fashion, etc., would typically have no problems with their own publicity in the mass media. The reason why is simple – well-known, popular names naturally attract attention of the public, communication agencies like to cooperate with them in these activities pro bono, and so the marketing communication of these nonprofit organizations has the necessary professional quality and effectiveness. To ensure a qualified and effective communication in the nonprofit organizations, that don't enjoy such position and have to rely on their own resources, is far more complicated. Their members usually don't include people who understand the contemporary media, know the strategy and tactics of cooperation with journalists, can creatively and technically manage the communication strategy, build a consistent promotional style of the organization starting with the name, brand, font, color variety, rules for the application of the consistent presentation of the organization externally and internally. They would not think of the necessity to formulate the corporate – organization - philosophy, system of values, clear definition of the „business goal“ and system to put these background association documents into the common communication practice of a nonprofit non-governmental organization. Markéta Plichtová⁸ in her PhD dissertation presents the results of her

7 *Nonprofit organizations can see room for improvement in communication.* [online]. [2019-09-15]. Available at: <<https://www.nonprofitky.cz/clanek/2242/0/hledej/nonprofitky-vidi-rezervy-v-communication/>>.

8 PLICHTOVÁ, M.: *Current questions of public relations in the area of art and culture in Slovakia.* [Dissertation Thesis]. Bratislava : FF UK in Bratislava, 2015, p. 78-79.

analysis of the job description for PR managers of cultural institutions and PR managers of nonprofit organizations in the area of culture in Slovakia – and this list suggests how professionally important and for education in the area demanding the job is. The nonprofit sector evidently with its lay - person resources can't achieve the needed professionalism here and media competitiveness to guarantee a sufficiently effective, systematic process of building the brand of a nonprofit organization. The survey focused on communication activities concerned the typical PR activities – building the image, routine PR and crisis PR:

- Organizing and moderating press conference;
- Addressing media partners;
- Communication with graphic designer;
- Language proofreading of texts;
- Website administration;
- Social media administration;
- Coordination of accreditation for journalists;
- Internal communication;
- Assessment of feedback and monitoring of the press;
- Communication with authorities and institutions at home and in abroad;
- Graphics works;
- Photography;
- Building the database of contacts;
- Direct marketing (writing and distributing newsletters, mass e-mails, invitations);
- Co-creating and implementing activities to increase the visiting rate;
- Planning, organizing, installing and caring for shows, exhibitions and events;
- Planning and running an advertising campaign (outdoor, TV and radio spots, print ads);
- Creating and ensuring non-traditional communication (teasing, guerilla);
- Distribution of promotional materials;
- Communication with printing works and other suppliers;
- Addressing and communication with sponsors;
- Writing grant applications and their accounting for;
- Dramaturgy of the program;
- Coordination of digitalization (Operational informatization program of society – OPIS);
- Economic administration;
- Communication and reservation of performers;
- Minutes of meetings.

M. Plichtová comes to a conclusion – which, in our experience and knowledge of the NGO field– applies to this area as well - the person working in PR – marketing communication for NGO – is a specialist with a cumulated job description: entrusted with everything related to promotion, marketing communication for that subject. And while doing so, they can't rely much on the routine course of communication processes as the everyday different socio-economic and cultural reality brings new and new facts to be resolved with regard to the specific circumstances.⁹ Jana Šmotláková, PhD student FMK UCM, examined the current marketing communication practice on a sample of 78 nonprofit organizations in Slovakia.¹⁰

- Her findings¹¹ reveal that almost 60 % of organizations are aware of the importance of marketing communication but admit they don't use it to the full, 14 % of organizations say they hardly pay any attention to marketing and 28 % perceive marketing communication as a valuable tool and pay adequate attention to it.
- 42 % of the asked marketing representatives declare their nonprofit organizations have clearly defined and communicated mission, 37 % have unambiguously defined target groups they communicate with, 27 % communicate their unique characteristics and benefits provided and 25 % have a clearly defined strategy before deciding to go ahead with their communication campaign.
- Almost half of the asked organizations answered the question why they don't use some communication tools saying they don't have anyone dedicated to these tools. 60 % of them admit they don't know how the tools work and so don't know how to start working with them.
- Analyzing the responses to the question „*What should change to make you spend more time and effort on marketing and where do you see the major problem*“, identifies 7 main issues in total: organizations don't have a marketing communication specialists (31 answers), (28) lack of funds for a marketing specialist (28), lack of time to manage various options of marketing communication (14), few options to educate employees in the area of marketing and latest trends (7),

9 PLICHTOVÁ, M.: *Current questions of public relations in the area of art and culture in Slovakia*. [Dissertation Thesis]. Bratislava : FF UK in Bratislava, 2015, p. 187.

10 ŠMOTLÁKOVÁ J.: *Marketing Communication in Nonprofit Sector SR*. [Dissertation Thesis]. Trnava : FMK UCM in Trnava, 2019, p. 189.

11 Ibidem, p. 85-103.

- the organization doesn't have a basic strategy (4), the organization doesn't have even one volunteer for marketing (3), they need help in defining target groups.
- Asked to define options to most help the nonprofit organization in a better setting of their marketing communication, respondents most often mentioned the following: involvement of a marketing specialist to be in training in that organization or in the role of an external consultant (25), education of employees in charge of marketing (14), finance to pay the specialist (11), time reasons (7), a volunteer who would take care of marketing (6), mentoring and management by specialists (5), professional help of the agency (3), help in defining and setting the strategy (3), greater interest of the media in the work of nonprofit organizations (2).

Conclusion

On the basis of many other research studies on effectiveness of marketing communication strategy implementation we could examine a number of other questions that concern the branding of nonprofit organizations, which, in my opinion, is extremely important. It would be worth monitoring the qualification structure of people working for the nonprofit sector who really plan and implement the communication policy of their organizations, examine, on a representative scale of our country, the most important problems nonprofit organization face today and every day. But, in my opinion, they all would be directed towards one outcome: there is not enough qualified marketers able to apply the general theory of the commercial marketing communication to the specifics of the nonprofit sector. And it is exactly the spot where I can see a big opportunity for universities that educate new professionals for the creative sphere, specifically, for the area of marketing communication to start new educational programs regarding social marketing communication as full-time or combined study. However, the condition for creating a relevant study plan is to thoroughly map the world of nonprofit organizations to provide enough of well-founded information for the content, scientific-research and publication orientation of the intended program.

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Contact data:

prof. PhDr. Dušan Pavlů, CSc.
University of Creative Communication
Department of Marketing Communications
Na Pankráci 54
140 00 Prague 4
CZECH REPUBLIC
pavlud@vskk.cz

MEDIA, ELECTION CAMPAIGN AND MIGRATION CRISIS

Monika Práznovská

Abstract

The work focuses on the pre-election campaign in Slovakia in 2016 after the outbreak of the migration crisis. The migration crisis has significantly affected the shaping of pre-election programs, but has also influenced pre-election slogans and the expression of political party representatives. The media played an important role in representing the attitudes of political parties, but also in perceiving the migration crisis. Through the media, the political parties represented their attitudes to the migration crisis, but also to the quota mechanism. The aim of the discourse analysis is to point out the campaign of selected political parties that have used the issue of migration as their mobilization act. For the research were selected parties Smer-SD, SaS (Freedom and solidarity) and We are a family - Boris Kollár.

Key words:

Election 2016. Media. Migration. Migration Crisis. Slovakia.

1 Introduction

The media are one of the key elements of the political process, because through the media, individual political parties represent and present their electoral programs. *"Modern forms of political organization are closely linked to media development and changes under the influence of the media"*¹. This means that the influence of the media on the political process is becoming increasingly common, as the attitudes of political parties change also based on media influence. For this reason, the work focuses on the policy area, the dynamic dimension of politics. Politics *"expresses the process of meeting the views of different interest groups that carry ideas within a given political system"*². We will focus our attention on the area of migration and asylum policy that has become part of the political parties' programs, as well as the conflict between political parties at the government level. It primarily focuses on the period since 2015, when the migration crisis began and resonated most in the society because it served not only to mobilize voters through various

1 JIRÁK, J., KÖPPLOVÁ, B.: *Masová média*. Prague : Portál, 2009, p. 346.

2 MALÍKOVÁ, L.: *Verejná politika. Aktéri a procesy*. Bratislava : Filozofická fakulta Univerzity Komenského, 2002, p. 3.

media outputs of the parties, but also because of the constant supply of information from the media. As the authors Jiráč and Barbara Köpplová state *“media is attributed to a significant impact on the design of existing political processes”*³. Since the outbreak of the migratory crisis, there have been fundamental changes that have influenced the perception of politicians and have shared their attitudes to addressing the issue.

The work aims to analyse the rhetoric and views of political parties in Slovakia from the outbreak of the migration crisis to the parliamentary elections. Research focuses on the key factors that have contributed to the negative attitudes of political parties to the migration crisis and also to the fact that the Slovak political representation has created a political struggle for the migration issue. For research purposes, the relevant political parties, namely Smer-SD, SaS and We are family - Boris Kollar will be studied and mentioned at work. All of these parties took a negative attitude towards the migration crisis and also used the media to represent their views. Media statements and the use of social networks were strongly used by political parties. The media have become a tool of political struggle in this case, and have also played an important role in perceiving the migration crisis. The media, or the mass media, are currently an important mobilizing means of voters. The media have a high ability to manipulate people, which they also use extensively. *“Instead of conducting a sensible and critical discussion, the media began to manipulate the views of masses”*⁴. D. McQuail says that mass media are an organized means of communication that is open, remote, short-lived in many people⁵. In the case of work logic, the definition of media by J. Drgonec is appropriate in this case, which states that the concept of mass media *“includes institutions that aim at the systematic and purposeful gathering, processing and dissemination of information on matters of public interest”*⁶. The media play an important role in representing the parties' political attitudes and thus the representation of electoral programs.

3 JIRÁČ, J., KÖPPLOVÁ, B.: *Masová média*. Prague : Portál, 2009, p. 346.

4 CURRAN, J., GUREVITCH, M.: *Mass Media and Society*. London : Hodder Arnold, 1996, p. 94.

5 See also: McQUAIL, D.: *McQuail's Mass Communication Theory*. London : SAGE, 2010.

6 DRGONEC, J.: *Základy masmediálneho práca*. Bratislava : Eurokódex, 2008, p. 20.

1.1 Methodology

The aim of this thesis is to point out the campaign of selected political parties that have used the issue of migration as their mobilization act. Mobilization of voters took place through media and the use of billboards. The main research question is How did the migration issue affect the Slovak political scene before the parliamentary elections of 2016? The selected problem will be analysed in the specific conditions of the Slovak Republic and the discursive analysis will be realized. „*Discourse is a set of rules that operate at the level of significant structure, rhetoric and language*“⁷. Thus, the work focuses on whether there is a causal mechanism between the independent variable and the political practice. As part of the discourse analysis is the level of rhetoric. The paper will analyse the structure of the rhetoric of selected political parties before the 2016 elections in the context of the migration crisis. The thesis is based on an analysis of officially presented and publicly available electoral programs of selected political parties.

2 Migration Rhetoric of Political Parties

The issue of migration has come to the attention of the Slovak public mainly through the start of the migration crisis, but some attention to migration can be talked about earlier in 2007. Migration was a poorly discussed topic in Slovak conditions, which changed in 2007 the discussion about the need for labour force from abroad. The initiative and the need for a debate on this issue was directed by Franco Frattini, the former Justice and Security Commissioner, and not because of an internal political problem⁸. The reason for these debates was the introduction of a blue card for workers from other countries, which was subsequently implemented into national regulations. The then coalition political parties (Smer-SD, SNS, LS-HZDS) have not expressed an interest in migration policy in pre-election programs. The Party's greatest attention in the period from 2006 to 2010 was devoted to an intra-political or

7 DRULÁK, P.: *Jak zkoumat politiku: kvalitativní metodologie v politologii a mezinárodních vztazích*. Prague : Portál, 2008, p. 175.

8 ŠTEFANČÍK, R.: Prenikanie témy migrácie do politiky stranických subjektov v Českej republike a na Slovensku. In *Studia Politica Slovaca*, 2010, Vol. 3, No. 1, p. 3-22. [online]. [2019-10-09]. Available at: <https://www.sav.sk/index.php?lang=sk&doc=journal-list&part=article_response_page&journal_article_no=6986>.

economic situation, with the CIS focusing on the Hungarian minority⁹. Radoslav Štefančík, however, points out that even though negligible attention to the migration policy was devoted to opposition parties, it was only a reference, not proposals for solving the problem¹⁰. It follows that the issue of migration or asylum policy was not considered primary in the formation of electoral programs of political parties and at the same time did not become an important topic in the struggle between actors.

The reversal and reorientation of migration policy occurred in 2015 when the migration crisis began. European Union and Member States have responded separately to the progressive steps to manage the migration crisis while they were not prepared for it. The society started to polarize, and the Slovak Republic was not the exception. In this case, it is worth noting that the role of the media in the political struggle was important because „*the media are the main source of knowledge about politics and politicians, who seek favour or tolerance of the public, explain their achievements, failures and causes, convince the correctness of their decisions* „¹¹. As Viera Žúborová and Ingrid Borárosová point out, „*Slovak political elites, one year before the parliamentary elections, completely polarized the society with the migration crisis and the issue of refugees*“¹². Žúborová and Borárosová further point out that this crisis has changed the political discourse into electoral discourse because the political parties used the migration crisis for their campaigns¹³. Throughout

9 For more information, see: HORVÁTH, P. et al.: *Kapitoly z Politického systému Slovenskej republiky pre študentov FSV UCM*. Trnava : Slovenská spoločnosť pre verejnú správu pri SAV, 2014.

10 ŠTEFANČÍK, R.: Prenikanie témy migrácie do politiky stranických subjektov v Českej republike a na Slovensku. In *Studia Politica Slovaca*, 2010, Vol. 3, No. 1, p. 3-22. [online]. [2019-10-09]. Available at: <https://www.sav.sk/index.php?lang=sk&doc=journal-list&part=article_response_page&journal_article_no=6986>.

11 JIRÁK, J., KÖPPLOVÁ, B.: *Masová média*. Prague : Portál, 2009, p. 346.

12 ŽÚBOROVÁ, V., BORÁROSOVÁ, I.: Migration Discourse in Slovak Politics. Context and Content of Migration in Political Discourse: European Values versus Campaign Rhetoric. In *Journal of Nationalism, Memory & Language Politics*, 2017, Vol. 11, No. 1, p. 3. [online]. [2019-10-09]. Available at: <<https://content.sciendo.com/view/journals/jnmlp/11/1/article-p1.xml>>.

13 ŽÚBOROVÁ, V., BORÁROSOVÁ, I.: Migration Discourse in Slovak Politics. Context and Content of Migration in Political Discourse: European Values versus Campaign Rhetoric. In *Journal of Nationalism, Memory & Language Politics*, 2017, Vol. 11, No. 1, p. 2-18. [online]. [2019-10-09]. Available at: <<https://content.sciendo.com/view/journals/jnmlp/11/1/article-p1.xml>>.

2015, the migratory crisis and the refugee threat have become a priority topic. As Gregory Mesežnikov pointed out, „*the issue of the inclusion in the pre-election mobilization arsenal gave the parties the opportunity to obtain additional support for the citizens* „¹⁴. The priority theme has become not only for the media, but also for the political parties. An important part of the pre-election campaign is the pre-election slogan or billboards of Slovak political parties. The function of the presidential slogan is to summarize the most important pre-election priorities of the political party and to simply present them to the public in a simple way. Selected political parties have used security or migration issues in their pre-election slogans. The Smer-SD party has made it clear that it has placed emphasis on security during the pre-election period. Smer-SD has used the slogan „*Protect Slovakia*“ (Chráňme Slovensko) in the campaign, which clearly indicates the need to protect Slovakia from external threats. In the context, it is not speculation to say that the party wanted to protect Slovakia from the arrival of refugees. However, it is also possible to recall another pre-election password that was visible on the „*Quotas for Slovakia do not pay*“ (Kvóty pre Slovensko neplatia) billboards as a response to the quote mechanism (see below). Critical attitudes to the migration crisis were also the other political parties, such as SAS (used the crisis to critique EU policy).

2.1 Smer-SD

The government of Smer-SD, which also within its election program, has identified the State Security as a priority, under which it understands „*Slovakia's internal and external security ...*“¹⁵. In his public appearances, the Prime Minister has consistently advertised the issue of migration, addressing every media-known and negative news. In this period, the critique of the European union was also shaken. The European Union has decided to tackle the migration crisis by the EU Council Decision no. 2015/1601 of 22 September 2015 on the introduction of temporary measures in the field of international protection for Italy and Greece. The decision concerns the resettlement of refugees across all Member States.

14 MESEŽNIKOV, G.: Problematika migrácie a utečencov na Slovensku v rokoch 2015-2016: spoločenská atmosféra, verejná mienka, politickí aktéri. In MESEŽNIKOV, G. (ed.): *Otvorená krajina alebo nedobytná pevnosť? Slovensko, migranti a utečenci*. Bratislava : Inštitút pre verejné otázky, 2016, p. 116.

15 *Priorities of the SMER-SD party program for the years 2016-2020*. 2016. [online]. [2019-10-09]. Available at: <<http://strana-smer.sk/priority-programu-strany-smer-sd-pre-roky-2016-2020-0>>.

One of the recitals of the Council was „*Due to the continuing instability and conflict in the immediate neighbourhood of Italy and Greece and the consequences of migration flows to other Member States, it is very likely that their migration and asylum systems will continue to develop significant and increased pressure, migrants may need international protection. This demonstrates the urgent need to demonstrate solidarity with Italy and Greece and to complement the measures taken so far to support them by temporary measures on asylum and migration* „¹⁶. The Council has given good reasons why refugees must be redistributed, which also results from the principle of solidarity, which is seen as one of the fundamental principles of the European Union. According to the decision, Slovakia received 190 refugees from Italy, 612 refugees from Greece and 6 asylum seekers respectively ¹⁷. The government of the Slovak Republic has criticized the migration crisis, which is evidence of the rejection of the established quota mechanism for the migration of migrants from the Mediterranean. Róbert Fico denied the relocation of migrants to Slovakia and the Government decided to bring an action under Article 263 of the Treaty on the Functioning of the EU¹⁸ on 3 September 2015 in Nitra. Based on Article 263 of the Treaty on the Functioning of the European Union Member States may challenge a legal act by the Union if it considers that there has been a violation of his rights¹⁹. Slovakia has taken legal action and brought an action before the European Court of Justice ²⁰.

16 Council Decision No 2015/1601 of 22 September 2015 on the introduction of temporary measures in the field of international protection Italy and Greece. 2015. [online]. [2019-04-09]. Available at: <<https://eur-lex.europa.eu/legal-content/SK/TXT/PDF/?uri=CELEX:32015D1601&from=SK>>.

17 Ibidem.

18 Program of the 178th Meeting of the Government of the Slovak Republic on 30 September 2015. 2015. [online]. [2019-09-04]. Available at: <<http://www.rokovania.sk/Rokovanie.aspx/RokovanieDetail/828>>.

19 Remark by the author: The Treaty of Lisbon. Protocol No. 9 on the role of national parliaments in the European Union, 2007.

20 Judgment of the Court of 6 September 2017 - C-643/15 - Slovakia v Council. [online]. [2019-09-09]. Available at: <<http://curia.europa.eu/juris/liste.jsf?pro=&nat=or&oqp=&dates=%2524type%253Dpro%2524mode%253Don%2524on%253D2017.09.06&lg=&language=sk&jur=C%2CT%2CF&cit=none%252CC%252CCJ%252CR%252C2008E%252C%252C%252C%252C%252C%252C%252C%252C%252C%252Ctrue%252Cfalse%252Cfalse&td=%3BALL&pcs=Oor&avg=&page=1&mat=or&jge=&for=&cid=1605680>>.

The accusation was dismissed²¹. The disapproving attitude towards the admission of migrants has remained on the Slovak political scene so far, especially with regard to the ruling party. Former Prime Minister Róbert Fico on a press conference on June 28, 2018 before the European Council in Brussels again expressed a negative attitude towards a new migration policy. He criticized the mandatory quotas, „*I cannot imagine that Slovakia could sometimes take mandatory quotas. It is a matter of national security. We have clearly said our attitude from the beginning*“,²².

A negative grasp of the migratory crisis, the party represented by Roberto Fico took every opportunity to criticize migration. Incidents that took place shortly before the elections, such as the terrorist attacks in Paris (November 2015) and the attacks on women in Cologne (December 2015), were used as examples of behaviour typical of a group of migrants. In response to the attacks at the press conference, Robert Fico said that the government of the Slovak Republic sees a clear link between migratory waves and events in Paris and Germany. From the criminal activities of the refugees, he deduced that the idea of a multicultural Europe is unrealistic²³. In the direction of such a linguistic discourse, there were marked restrictive attitudes. The most remarkable picture of migrants and the migratory crisis in the negative sense was visible not only from the government but also from the media. Even in the Smer-SD magazine titled „*We Do for Humans*,“ the January issue stated that „*the arrival of thousands of predominantly Muslim migrants who do not resist daily across borders is unmatched in modern European history*“, which is a problem because „*For terrorists, it is an opportunity to infiltrate the masses of refugees*“²⁴. The party has used many media tools, from various television appearances, through press releases published on websites to social networking. The media are used in this case „*as an*

21 *Judgment of the Court of 6 September 2017*. [online]. [2019-20-08]. Available at: <<https://eur-lex.europa.eu/legal-content/SK/TXT/PDF/?uri=CELEX:62015CJ0643&from=SK>>.

22 *R. Fico: Summit EÚ môže prehľbit' brázdú nedôvery medzi členskými štátmi*. 2018. [online]. [2019-28-06]. Available at: <www.teraz.sk/najnovsie/r-fico-summit-eu-moze-prehlibit-brazdu/333897-clanok.html>.

23 *R. Fico: Musíme zabrániť vytvoreniu ucelenej moslimskej komunity*. 2016. [online]. [2019-28-06]. Available at: <<http://www.teraz.sk/slovensko/r-fico-musime-zabranit-vytvoreniu-u/174982-clanok.html>>.

24 *We Do for Humans*. 2016. [online]. [2019-09-09]. Available at: <http://strana-smer.sk/sites/default/files/noviny5_01-2016.pdf>.

instrument of political struggle between political parties „²⁵. The choice of words and the emphasis on migration in the rhetoric of the Smer-SD party representatives, and especially the party chairperson in the election campaign, have the power to draw the attention of society to a certain topic, in this case on migration.

2.2 Freedom and Solidarity (SaS)

The Freedom and Solidarity party has been criticized rather in terms of criticism of the functioning of the European Union. In its 2016 election program, SaS focused on border protection and asylum policy in the Internal and Defense chapter. In this part, it is stated: *„It is correct and not only in Slovakia, though human, to sympathize with the victims of the wars and the war refugees and their families. But on the other hand, solidarity must not be enforced. Then it ceases to be solidarity but becomes dictated and fulfilling other orders* „²⁶. It is clear in the first few sentences that the Party recognizes the need for solidarity with migrants but rejects the EU dictatorship. The party therefore criticized the European machinery for setting up the mechanism. Furthermore, *„Slovakia is an autonomous country, respecting the rules of the responsible member of the EU. The rules should be followed. All countries, with the help of the EU, must properly guard their borders and must, in particular, have more effective legal instruments to protect them. At the same time, if necessary, they must be prepared to seal their borders hermetically. Every man in the world has the right to want to live where he thinks he will be the best. It is his desire and no one can take it to him. However, each country has and must continue to have the right to decide to whom and under what conditions will it be possible to live in its territory, and Slovakia will not exempt it* „²⁷. This shows that the party has supported border protection and by suggesting that Slovakia is an autonomous country, it can be assumed that it appealed for independent protection and not with the EU, criticizing the EU's approach to this issue. As part of its program points have strong restrictive measures, for example *„ we provide immediate Slovakia's readiness to protect its state borders, including the possibility of hermetic closure. Within the EU, we will promote the preservation of Member States' sovereignty in deciding on asylum and the protection of*

25 CHARVÁT, J., ŠEFČÁK, L.: *Médiá a politika*. Bratislava : Merkur, 1998, p. 6.

26 *The SaS election Program*. 2016. [online]. [2019-09-09]. Available at: <<https://www.sas.sk/detail/4065/program-2016/subory>>.

27 *Ibidem*.

the EU's external borders „²⁸. It was not only restrictive measures but also largely autonomous and isolated from the European Union's common action. Interestingly, they state that they support „*the establishment of central refugee camps outside of the EU (North Africa, the Balkans, Turkey, etc.) and support the EU's contribution to their funding*“²⁹. This point appears to be distinctive rather than solidary. Finally, the penultimate point of the electoral program on asylum is „*We will, in the future, reject any additional mandatory quotas for war refugees and illegal economic immigrants - regardless of whether there will be a one-off redistribution or permanent redistribution mechanism*“³⁰.

Here is a clear reluctant attitude towards the quota mechanism shared by several parties, especially the Smer-SD government party. SaS reacted critically to the ongoing migration crisis, not only because of the denial of migration itself, but rather the criticism of European decision-making and the EU at all, especially in its steps to tackle the migration crisis. The party has therefore resolutely rejected and criticized the European Commission's proposal to introduce mandatory quotas for the relocation of migrants in the EU member countries. As regards the submission of an ECJ complaint concerning the distribution of migrants, SaS was of the opinion that the action should not be withdrawn. Martin Klus, as the party's foreign policy chief, has spoken about this issue as follows: „*considers it right to clarify once and for all the competence issues of asylum law between the EU institutions and the Member States. In our opinion, institutions such as asylum, subsidiary protection and temporary shelter cannot be transferred to the absolute power of the Union institutions, as this would mean the loss of control of the Member State over its territory and security. It would also be contrary to the principles of proportionality and subsidiarity*„³¹. It is clear from the above that the SaS side is critically critical and, in some respects, Eurosceptic to the European Union's approaches to migration issues. For comparison, the Smer-SD electoral program was not restrictive, but the speeches of the party chairman and prime minister were restrictive and highly critical.

28 *The SaS election Program*. 2016. [online]. [2019-09-09]. Available at: <<https://www.sas.sk/detail/4065/program-2016/subory>>.

29 *Ibidem*.

30 *Ibidem*.

31 *Slovakia should not withdraw the quota claim*. 2016. [online]. [2019-12-09]. Available at: <<https://www.sas.sk/detail/2156/slovensko-by-nemalo-stiahnut-zalobu-na-kvoty/obsah>>.

2.3 We Are the Family – Boris Kollár

Between the parties criticizing migration and migration crisis as such is the political party We are the family- Boris Kollár, which was established before the elections in 2015. Party used the topic of migration in its election manifesto in 2016 where part of defense and internal security states that „*international migrations are considered to be the basic security threats ...*“³². The party sees migration as one of the threats, as people who have other civilization habits are coming in and do not want to adapt to our way of life. It is clear from the text that the migration issue is prioritized as one of the major security risks. Among the program objectives of the party in this area are the „*rigorous protection of the Schengen border and the enforcement of the rules on the influx of immigrants, in the event of a deterioration of the situation the construction of fencing at the borders of the Slovak Republic*“³³. At the same time, the program also states that the Slovak police must be ready to „*build a fence on the border sections that will be most at risk from the migratory wave*“³⁴. When mentioning the adoption of the quota mechanism, the party expressed its opinion that „*we are against the admission of illegal immigrants. We will never agree to the mandatory quotas for the admission of immigrants*“³⁵. It seems that the party has a proactive approach to tackling the migration crisis. The movement, headed by Boris Kollár, has been critical to the migration crisis and also to the European Union’s crisis response. The movement has been criticizing the migration crisis since its inception, and Boris Kollár is criticizing and offending migrants through social networks. Various videos are also posted on the official website of the party, Boris Kollar’s facebook profile. Examples of videos are videos titled, „*Eurojerks have calculated a fine for each country not respecting migrants*“ or „*Boris Kollár about redistribution of refugees: This is one big crap that they want to do for us*“. The party and its chairman have expressed their criticism of the migration crisis and its resolution.

32 *Election Program We are the family – Boris Kollár*. 2016. [online]. [2019-09-09]. Available at: <<https://hnutie-smerodina.sk/Program-Hnutia-Sme-Rodina.pdf>>.

33 *Election Program We are the family – Boris Kollár*. 2016. [online]. [2019-09-09]. Available at: <<https://hnutie-smerodina.sk/Program-Hnutia-Sme-Rodina.pdf>>.

34 *Ibidem*.

35 *Ibidem*.

3 Summary

The analysis of the electoral programs of the selected political parties has shown a clear attitude to migration and a relationship with migration policy, which can be considered as a new line breaker in Slovakia, since it played the most important role in the programs of political parties before the 2016 elections. The issue of migration and its issues covered in a number of parties' programs in the field of foreign policy, defence and security. Programs of selected political parties appear frequently. In general, it can be argued that the Slovak political scene has a programmatic profile of anti-migration. Critical attitude to the migratory crisis was taken by a government party that linked the issue of migration to security. At the same time, however, it has come into direct conflict with the EU, due to the unwillingness to accept migrants and the reluctant attitude towards the relocation mechanism. The party SaS is a liberal party, yet it is strongly anti-immigrant, and the association of two different cultures and nations is considered unrealistic. At the same time, the strong criticism of migration policy and the rejection of the quota mechanism are also visible in the We are the family-Boris Kollár party, which reports a negative attitude towards the migration crisis through media and viral videos. From the above summary, we can state which of the parties has a position on the migration crisis but also on the relationship with the EU. The relationship to the European Union is important in this case because the migration crisis is being addressed at European level and the parties have taken advantage of the migratory crisis as well as the negativity and criticism of the European Union. Therefore, the discourse has to be extended to the European Union, also because the selected political parties have begun to give negative rhetoric to the European Union itself. The following table summarizes the attitudes of individual parties to the issue of the migration crisis and the relationship of the parties to the European Union.

Table 1: Overview of topics in political parties' electoral programs

Political Party	Migration policy Pro-migration	Migration policy Anti-immigration	Relationship with the EU pro-EU	Relationship with the EU Anti-EU
Smer-SD	NO	YES	YES	NO
SaS	NO	YES	NO	YES
We are the Family- Boris Kollár	NO	YES	YES	NO

Source: Own processing

The table shows that, in all political party programs, a negative attitude to migration policy, or all parties surveyed, are anti-migration oriented. Concerning the relationship with the EU on the basis of the table, we can see that in this case there is no consensus on all the parties surveyed. The pro-European oriented parties are Smer-SD and We are the family-Boris Kollár, who, despite strong criticism of the migration crisis, are still pro-European parties. On the contrary, the SaS is strongly against the European Union. The results highlight the attitudes of individual parties to address the issues we have come to on the basis of a discourse analysis of the pre-election slogans, billboards, electoral programs and the expressions of the representatives of the political parties concerned.

Conclusion

The aim of this work based on discourse analysis was to highlight how the election campaigns of selected political parties have used the issue of migration as their mobilization act. In view of the fact that Slovakia migration crisis affected only marginally and therefore it did not concern purely intensity of political debate it was significant. Also significant was the election campaign, which was marked by a sense of migration and protection of the state and security. Selected political parties have approached election campaign so that migration used to engender a kind of fear, as well as concerns about national security. As mentioned above, some parties took advantage of the migration crisis not only to mobilize voters, but also to the criticism of the European Union, due to the relocation mechanism. The restrictive attitudes of the political parties, and in particular the ruling party, presented by Róbert Fico, started a heated debate in Slovakia. The word migrant began to be associated with a negative connotation. The language used by politicians was essential in understanding the dimensions in which the migration issue in Slovakia came. The product of this election campaign rhetoric was the securitization and institutionalization of the migration issue, which clearly points to the impact that an election campaign may have. Also, the massive interest of the media in the migration crisis, as well as the use of media as a means of communication and mediation, has resulted in populating the migration crisis. As stated by Juraj Charvát *"the media-society linking media and politics, current information is transmitted by means of mass communication, but the various social strata at different times impart the political charge of different*

expressions ³⁶. It follows that the media space used by political parties for their election campaign has had a significant impact on the attitude of the public on this issue, while at the same time bringing success to the new candidate political parties that have established themselves in the National Council's parliamentary councils.

Based on these attitudes of individual parliamentary parties, we can confirm the main research question. How did the migration issue affect the Slovak political scene before the parliamentary elections in 2016? The answer is that, based on a discourse analysis of pre-election programs and the expression of selected political parties, we can tell which parties and their programs were most affected by the migration crisis. They took advantage of the migration crisis in the election campaign and the mobilization of voters. The most significant were the government party Smer-SD and the We are the family - Boris Kollár. The Party SaS in rhetoric used criticism of the migration crisis, but in the context of the criticism of the European Union. It follows from this that the language in which political parties operate in public, as it is key to the development of political discourse in the election campaign, played a significant role here. In this case, political discourse is a mixture of the expressions and opinions of not only political parties through electoral programs, but also opinions and expressions of political party actors. From the point of view of media logic, it is possible to say that the most part of the topic was the media of the party We are the family - Boris Kollár. Party SMER-SD and SAS has previously established itself in the plane of press statements or through television.

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36 CHARVÁT, J., ŠEFCÁK, L.: *Médiá a politika*. Bratislava : Merkur, 1998, p. 6.

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Contact data:

Mgr. Monika Práznovská
University of Ss. Cyril and Methodius in Trnava
Faculty of Social Sciences
Bučianska 4/A
917 01 Trnava
SLOVAK REPUBLIC
monikapraznovska11@gmail.com

PRESENTATION OF ECO-INNOVATIONS BY ONLINE SOLOMO MARKETING IN THE OFFLINE ENVIRONMENT

Monika Rezníčková – Anna Zaušková

Abstract

Today, we can undeniably claim that climate change arises, environmental degradation is progressing, but also persists low awareness and environmental enlightenment of people. Leaders of nations often fail to raise awareness, climate change and the threat to our planet is often an underestimated topic in global discourse. Technological development and modern technologies, implementation of eco-innovations in all activities of people but also enterprises, or use of pure natural energy instead of burning fossil fuels represent a certain chance for change for the better. In the present scientific contribution, we present a short theoretical overview of notions such as eco-innovation and SoLoMo marketing concept, which could significantly help in the education in the offline environment through the virtual world. A concrete example of its use can be found in the second chapter of this contribution – it is the electronic registration system Elwis for improving conditions in waste management of Slovak municipalities. At the end of the contribution, we point out selected results of the conducted quantitative marketing research on a sample of 300 questioned Slovak business entities. Specific mathematical-statistical methods were used to interpret the results. The main aim of the research was to determine the degree of utilization of tools of the SoLoMo marketing concept in the Slovak business environment in the presentation of eco-products and eco-innovations.

Key words:

Eco-innovations. Elwis. Environmental Education. Research. SoLoMo Marketing. Waste Management.

Introduction

Nowadays, we are exposed daily to alarming news about environmental changes and degradation. Scientists are investigating the impact of these changes on the climate and at the same time, state climate crisis. People all over the world experience unpredictable weather behaviour, heavy rains or extreme heat, tropical storms, droughts and rapidly spreading fires. Scientists also note irreversible warming, an average of 2 degrees. Planet Earth is generally accustomed to climate change, but only if we are talking about gradual change. Today, however, the change is exponential,

unpredictable and disruptive.¹ Environmental activist MUDr. Juraj Mesík claims that: *"no human civilization has so far operated in such an unstable climate and the cause of this instability is Homo sapiens and its activities over the last two centuries. Whether these conditions are compatible with the survival of our civilization and other large organisms, we cannot estimate."*² However, there is a way to combat global warming. Especially in developed countries, the need to implement eco-innovations in people's everyday lives is increasing – the need for recycling, upcycling and waste reduction, zero waste shopping, greener transport access and more.³ Many people have identified themselves with such a way of life and even consider it to be their lifestyle or philosophy. However, politicians, as well as the private and public sectors, continue to approach this issue carefully.

1 Eco-innovations and SoLoMo Marketing

The term eco-innovation can be understood as a subcategory of innovation. They are a hallmark of a progressive business whose goal is not only to maximize profits but also to bring its activities into line with the environment and nature. A key feature of eco-innovations is their positive environmental benefits, but they can also be seen as a tool to increase competitiveness.⁴ The European Commission defines eco-innovation as: *"any form of innovation aiming at significant and demonstrable progress towards the goal of sustainable development, which can be achieved either by reducing the environmental impact or achieving a more efficient and responsible use of resources."*⁵ The Eco-Innovation Observatory in its report defines eco-innovation as: *"any innovation that reduces the use of natural resources and decreases the release of harmful substances across the whole lifecycle – which means bringing a new*

1 NOVÁKOVÁ, J.: *V boji proti globálnemu otepľovaniu existuje cesta. Ale je pre nás veľmi nepohodlná.* [online]. [2019-06-11]. Available at: <<https://vedanadosah.cvtisr.sk/v-boji-proti-globalnemu-oteplovaniu-existuje-cesta-ale-je-pre-nas-velmi-nepohodlna>>.

2 Ibidem.

3 PRIETO-SANDOVAL, V. et al.: *Towards a consensus on the circular economy.* In *Journal of Cleaner Production*, 2017, Vol. 179, No. 1, p. 605.

4 ZAUŠKOVÁ, A., GRIB, L., KYSELICA, P.: *Phygitalové komunikačné nástroje na podporu environmentálnych inovačných procesov v slovenskom podnikateľskom prostredí.* Trnava : FMK UCM in Trnava, 2016, p. 24.

5 *European Commission.* [online]. [2019-01-08]. Available at: <<https://ec.europa.eu/commission/index>>.

*product (good or service) to the market or implementing a new solution in the production or organisational processes of a company, which results in both economic and environmental benefits (include reducing the use of natural resources and decreasing the release of harmful substances per unit output across the whole life cycle)."*⁶ Organisation for Economic Co-operation and Development (OECD) states that eco-innovation is: *„the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations with explicit emphasis on a reduction of environmental impact, whether such an effect is intended or not."*⁷ In business activities, it is essential that eco-innovations and marketing communication are consistent. Successful coexistence of technological and market developments is a prerequisite for successful eco-innovation. It is also essential that the market is ready for the entry of a new innovative product. Marketing communication is therefore an important element in this process.⁸

Environmental activist MUDr. Juraj Mesik claims that there are two ways we can manage environmental change and the climate crisis. The first is changing people's behaviour, the second is technological development.⁹ The development of technologies can include, for example, alternative modes of transport, electric cars, electric bicycles, or scooters powered by solar energy, the use of green energy, and a change in production processes by removing chemicals, pesticides, and fossil fuels. Therefore, we are talking about the implementation of eco-innovations in the whole production process, but also in processes related to inputs and outputs of business activities, and finally also in communication of eco-products. A very important point is also the enlightenment and support of environmental awareness in humans and information to consumers

6 *Eco-Innovation Observatory*. [online]. [2019-01-08]. Available at: <<http://www.eco-innovation.eu/>>.

7 *The future of eco-innovation : The Role of Business Models in Green Transformation*. [online]. [2019-01-20]. Available at: <<http://www.oecd.org/innovation/inno/49537036.pdf>>.

8 ZAUŠKOVÁ, A., GRIB, L., KYSELICA, P.: *Phygitalové komunikačné nástroje na podporu environmentálnych inovačných procesov v slovenskom podnikateľskom prostredí*. Trnava : FMK UCM in Trnava, 2016, p. 25.

9 NOVÁKOVÁ, J.: *V boji proti globálnemu oteplovaniu existuje cesta. Ale je pre nás veľmi nepohodlná*. [online]. [2019-06-11]. Available at: <<https://vedanadosah.cvtisr.sk/v-boji-proti-globalnemu-oteplovaniu-existuje-cesta-ale-je-pre-nas-velmi-nepohodlna>>.

about an alternative product or service, but with minimal impact on the environment. However, it is often the case that people forget about their dependence on nature and its limited resources, their origin, as a result of excessive spending of free time in a virtual environment. We are talking about limited material resources, but also a place for people's lives that can cause climate migration. Professor Milan Lapin, a meteorologist and climatologist at FMFI UK in Bratislava, says: "*if climate zones shift, people in tropical areas will have to move. These countries do not have the financial means to fight this crisis, i.e. to adapt successfully to climate change.*"¹⁰ However, both consumers and ordinary people have the power to influence the behaviour of politicians or large corporations, through elections but also by influencing their own consumption and generating new demand. Reducing an individual's consumption seems to be a way to improve the climate on the planet Earth, although it may seem uncomfortable. Adequate awareness and continuous education play an important role in tackling climate change and environmental degradation. The change in consumer behaviour can affect the quantity of goods produced, its imports, the price, and ultimately the carbon footprint that each of us leaves on Earth. Nevertheless, pressure must come from both sides – from people, but also from politicians, businesses and institutions, who will seek ways to implement eco-innovations on a large scale.¹¹

A 2019 survey – Global Digital Report 2019¹² reports that up to 57 % of the total population is Internet users, 45 % of the total population uses some social media, and 67 % of the total population is mobile users. This trend is increasing year-on-year. Similarly, the digital space is constantly evolving and refined, creating new platforms and formats that support the implementation of voice, artificial intelligence, or augmented reality. In 2019, the average time spent on the Internet was 6 hours and 42 minutes on the Internet, 3 hours and 14 minutes on a mobile device. It is therefore a logical step to capture the attention of these consumers who

10 NOVOTNÝ, P.: *Klimatológ Milan Lapin: Slovensku chýbajú výdatné zásoby vody*. [online]. [2019-08-03]. Available at: <<https://slovensko.hnonline.sk/1788413-slovensku-chybaju-vydatne-zasoby-vody>>.

11 NOVÁKOVÁ, J.: *V boji proti globálnemu otepľovaniu existuje cesta. Ale je pre nás veľmi nepohodlná*. [online]. [2019-06-11]. Available at: <<https://vedanadosah.cvtisr.sk/v-boji-proti-globalnemu-oteplovaniu-existuje-cesta-ale-je-pre-nas-velmi-nepohodlna>>.

12 *Global Digital Report 2019*. [online]. [2019-11-25]. Available at: <<https://wearesocial.com/global-digital-report-2019>>.

are constantly connected. They are consumers of different ages, interests or preferences, but their common feature is 'to be connected' – we also call them Generation C (connected).¹³ We can try to attract them through innovations in the digital space and draw their attention to serious societal problems through innovative online marketing communication tools.¹⁴ Such tools include the SoLoMo marketing concept. SoLoMo marketing integrates three basic digital trends – *social media, geolocation services, mobile devices*.¹⁵ The goal is to deliver a personalized message to the customer based on their geographic location, which is also adapted for distribution through social networking sites and mobile devices. SoLoMo marketing services are often integrated within a mobile application that uses geolocation services and is also linked to social media.¹⁶ This trend has arisen with the growing popularity of smartphones and the rapid expansion of mobile Internet. The use of this concept therefore requires the presence of a mobile device.¹⁷ We include a smartphone, tablet, e-book reader, or even a game console. Relevant search results are specific to their consideration of the current location of the user. Social media platforms allow segmentation of user data, whether in terms of demography, geography, impact, influence, based on different interests and other social indicators to better personalize and target given marketing message.¹⁸

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- 13 Zaspávate so smartfónom a internetom? Patríte do Generácie C. [online]. [2019-05-22]. Available at: <<https://style.hnonline.sk/tech/548638-zaspavate-so-smartfonom-a-internetom-patríte-do-generácie-c->>.
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- 18 VANKO, M.: Presentation of environmental problems on social networking websites. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *15th Annual International Scientific Conference on Marketing Identity – Digital Mirrors*. Trnava : FMK UCM in Trnava, 2018, p. 540.

The concept also provides closer social interactions, combining elements of the online and offline environment.¹⁹ The use of the SoLoMo marketing concept is well interconnected with the offline environment and therefore we consider it suitable for spreading environmental education through the online environment with an active overlap into the offline environment, i.e. into the everyday life of people.²⁰ In the next chapter, we will discuss in more detail an example from practice, which significantly helps to regulate waste management within municipalities in Slovakia using a mobile application – the Elwis system.

2 Example of Good Practice: Elwis

Elwis – electronic waste registration system aims to bring “order” in waste management in Slovakia, contribute to reducing the amount of municipal waste and prevent its generation. This system was created by JRK Slovensko s.r.o. It is the first Slovak waste management software adapted to the requirements of individual municipalities. Its motto is: “for smart municipalities without waste”. The system can be implemented in any municipality in Slovakia, first it is necessary to analyse the waste and implement the registration system, the system subsequently motivates citizens to better waste sorting, while the municipality has an overview of the results and finally it can save the municipality money. This system responds to the amendment of the landfill charge act and seeks to save the municipal budget for collections and landfills. It is also able to motivate citizens, as it serves as a tool for objectively rewarding citizens for responsible approach to waste management. Subsequently, it provides real data on the amount of waste in the municipality and from individual households – it is possible to find out which households sort or do not sort waste, do not compress PET bottles, discard bio-waste, construction and other sortable waste in mixed municipal waste.²¹

19 REZNÍČKOVÁ, M.: SoLoMo marketing ako nástroj na zvyšovanie povedomia o ekoinováciách. In GÁLIKOVÁ TOLNAIOVÁ, S., GREGUŠ, L., PRONER, J. (eds): *Quo vadis massmedia & marketing : zborník z vedeckej konferencie doktorandov a mladých vedeckých pracovníkov Quo vadis massmedia, quo vadis marketing*. Trnava : FMK UCM in Trnava, 2019, p. 171.

20 YANG, H. L., LIN, R. X.: Determinants of the intention to continue use of SoLoMo services: Consumption values and the moderating effects of overloads. In *Computers in human behavior*, 2017, Vol. 73, No. 1, p. 585.

21 *Pre smart obce bez odpadu*. [online]. [2019-12-01]. Available at: <<https://moderneodpady.sk/>>.



Picture 1: Elwis waste registration system in individual steps

Source: *Prehľad v množstve odpadov získajú samosprávy vďaka slovenskému SMART systému evidencie odpadov ELWIS.* [online]. [2019-03-14]. Available at: <<https://www1.teraz.sk/najnovsie/slovensky-smart-system-evidencie-odpad/383664-clanok.html>>.

Within Elwis, an expert is available to propose the optimal solution for each municipality interested in the system. During the initial consultation, the system is introduced to the municipality representatives, then the state of waste management for the given municipality is evaluated and the solution is presented to the citizens later. Experts then evaluate the potential for improving waste sorting in a given municipality, install a system into which data is recorded, label containers and sacks, and then train municipality representatives to work with the system. They can continuously track the results of the records in the mobile application; the data are available online and can be exported to common programs. Experts will also help with an information and awareness campaign for citizens, introduce a system of motivation and set up a bonus system tailored to the given community, as well as assist in data evaluation. They will also provide processed information materials for each household.²² Elwis, electronic waste registration system thus operates through a well-arranged mobile application and its own computer software, which was created to take into account the requirements of Slovak municipalities. Within the mobile application, there is a personalized profile of the selected municipality, allowing to monitor the development of the amount of collected waste, the behaviour of individual households, and also to analyse changes between individual periods. In addition, the company

²² *Ako funguje systém ELWIS?* [online]. [2019-12-01]. Available at: <<https://moderneodpady.sk/ako-na-to/>>.

will also supply specialized hardware – field-proof waste management equipment. Durable identifiers are used to mark containers or waste bags. These can be RFID readers, mounted on containers or durable QR code labels placed on containers or glued to collection bags. Waste records are performed at each waste collection by loading the code into the equipment. The municipality can use the information obtained in the strategic planning and decision-making of a more efficient waste management.²³ Based on the information scanned from the QR code from the container or bag, the municipality will find out how many containers of mixed municipal waste have been spilled and what the real cost of the container is, how much waste they produce and sort in a particular household, what is the potential for improvement, development and how improve results, how to set up the system more effectively, how to prepare incentive measures, etc.²⁴

The registration system in practice can be found, for example, in the municipality of Rakovce, where it has been operating since 2017. The registration in the pilot version worked on the basis of GPS localization. Since 2019, the village has passed on the identification of containers by identification labels and is carried out by an authorized worker. Records were registered in 2018 during 71 waste collections; 83.5 tons of waste were registered. After the presentation and the discussion at the beginning of the year, the municipality registered an increase in the rate of sorting in each subsequent quarter. Citizens will also be rewarded for their improvement in Kozárovce. By the end of the year, based on the results of the records, households with the best sorting rate will be rewarded by packages for less waste. From 2020, the municipality will prepare a generally binding regulation. It defines the precise conditions for reducing the waste fee for citizens who compost and achieve excellent sorting results.²⁵ In the municipality of Košeca, the costs associated with the collection of mixed municipal waste decreased by 19.6 % in the period from March 2019 to June 2019, also due to the fact that citizens are

23 *Pre menej odpadu*. [online]. [2019-05-01]. Available at: <<https://www.menejodpadu.sk/wp-content/uploads/2019/05/pre-menej-odpadu---magazin-2019-sk---web.pdf>>.

24 *Naučte občanov ako neplatiť za odpad viackrát*. [online]. [2019-09-16]. Available at: <<https://moderneodpady.sk/2019/09/16/naucte-obcanov-ako-neplatit-za-odpad-viackrat/>>.

25 *Naučte občanov ako neplatiť za odpad viackrát*. [online]. [2019-09-16]. Available at: <<https://moderneodpady.sk/2019/09/16/naucte-obcanov-ako-neplatit-za-odpad-viackrat/>>.

informed and display only full containers with mixed municipal waste. Citizens in Košeca are actively involved in adjusting and fine-tuning the registration system in order to take into account the specificities of a particular municipality and to provide the necessary information according to the objective it sets.²⁶ For more than eight years, JRK Slovensko has equipped hundreds of municipalities with composters. They also received several awards for their activities, including the Golden Ant, the Waste Management Award in the category of “innovative solutions”.²⁷ In 2016, the company also won the Via Bona Slovakia award in the Green Company category for 2015 for its project For Less Waste, which supports domestic composting.²⁸ The company is also working on a solution for citizens living in flats. The Elwis registration system meets the SoLoMo marketing concept criteria – results and information are also disseminated via social media (social networking sites, company blog with articles on the website, etc.) and the software is connected to an intuitive geolocation mobile application. The whole electronic system actively connects the online environment with the offline environment, and the results of more ecological behaviour and thinking of people are evident directly in individual municipalities in Slovakia. Such a system, supported by SoLoMo marketing, can also be used to green other people’s everyday activities and problems.

3 Awareness of Slovak Business Entities about SoLoMo Marketing

During the months of May to June 2019, we conducted quantitative marketing research using a standardized written questionnaire method with a predominance of closed questions. The sample consisted of 300 respondents, of which 147 small enterprises, 66 medium enterprises and 87 large enterprises. Geographically, research is dominated by businesses located in western Slovakia (205), followed by enterprises

26 *Obec zaviedla evidovanie odpadu, znížila množstvo odpadu a šetrí na každom zbere ZKO.* [online]. [2019-07-19]. Available at: <<https://www.odpadyportal.sk/Dokument/104816/obec-zaviedla-evidovanie-odpadu-znizila-mnozstvo-odpadu-a-setri-na-kazdom-zbere-zko.aspx>>.

27 *Vítazi 9. ročníka (2014).* [online]. [2019-12-01]. Available at: <<http://www.zlatymravec.sk/2014.htm>>.

28 *JRK Waste Management: Najlepší odpad je taký, ktorý nevznikne.* [online]. [2019-01-26]. Available at: <<https://www.nadaciapontis.sk/novinky/jrk-waste-management-najlepsi-odpad-je-taky-ktory-nevznikne/>>.

operating in central Slovakia (65) and finally in eastern Slovakia (30). In terms of field of activity, it is mainly enterprises operating in the metallurgy and engineering industry (49), followed by the food industry (43) and construction (31). Other areas included the pharmaceutical and chemical industries; energetic industry; electro technical industry; wood processing industry; agricultural industry. However, to a large extent, respondents indicated option "other" (116), such as those operating in the automotive, glass, tourism, transport, logistics, IT or textile and clothing industries. Business entities in the research were not anonymous. From the methodological point of view, the correlation analysis and the analysis of pivot tables were used. The main aim of the research was to determine the level of awareness, but also the degree of implementation of the SoLoMo marketing concept in the presentation of eco-products and eco-innovations in Slovak business entities.

In evaluating and interpreting the results of the scientific research carried out, we found that in the question of the relationship of individual enterprises to environmental protection, they largely labelled the answer "active" (166) and thus seek to take action to introduce eco-innovations from a preventive point of view. Such a result reflects the positive changes in the overall social climate and the proactive efforts of businesses and the public towards environmental protection, compliance with socially responsible behaviours, as well as increasing consumer demands for environmentally acceptable and sustainable products. It is therefore necessary to adopt the global trend of greening business and other production activities also in Slovak business entities and the subsequent communication and education of consumers and the public. We also found out that only 69 respondents have used some of the tools of mobile marketing to promote the goods over the last five years. Up to 231 respondents answered "no". The most commonly used mobile marketing tools are mobile applications. As we have demonstrated in previous example of good practice, the use of such a tool is an appropriate way of greening areas that have not yet worked properly or effectively. By using such tools, municipalities or citizens can reduce their spendings and thus contribute to improving the environment. Currently, there is also a call from Slovenský plynárenský priemysel, a. s., in which they are interested in an idea for a green product or service, a concept that they would be able to offer to customers and thus minimize the negative impact of each of us on the environment.²⁹ Only 28 enterprises responded "yes" to the

29 *Minimalizuj spolu s nami uhlíkovú stopu.* [online]. [2019-11-15]. Available at: <<https://www.challengest.com/challenge/252/Minimalizuj-spolu-s>>.

question of whether the respondents had ever encountered the term SoLoMo. In most cases, respondents encountered this term at a scientific conference, during their own marketing campaigns or during self-study via the Internet. Up to 272 enterprises responded “no”, but 28 of them stated that, despite their lack of knowledge of the concept, they would be interested in information regarding the possibility of applying this concept in the eco-innovation processes in the enterprise.

Conclusion

The main aim of the research was to determine the degree of utilization of tools of the SoLoMo marketing concept in the Slovak business environment in the presentation of eco-products and eco-innovations. However, it is a relatively young and very little researched topic of scientific research. It is therefore the basis for future consumer-oriented research. In general, Slovak businesses have some awareness of environmental degradation, but there are still very few companies actively implementing eco-innovations in their activities. It is also true that there is also a lack of greater support from state officials and greater awareness of the use of various grants and subsidies for such projects, including through the European Union, for example. In the contribution, we also mentioned a concrete example of practice, which is very popular among Slovak municipalities. The Elvis registration system aims to improve the situation in waste management, improve the rate of waste separation by citizens, but at the same time does not omit thorough enlightenment and information to people through various discussions or information materials. It is an innovative solution and utilization of the SoLoMo marketing concept through geolocation mobile application and its own intuitive data analysis software, which have already documented significant achievements in waste sorting and savings in individual municipalities in Slovakia in which the system is implemented. Slovak business entities could be inspired by such an idea and try to similar implementation also in other common everyday activities of people, which could be greener.

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Contact data:

Mgr. Monika Rezníčková
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
monika.reznickova@fmk.sk

prof. Ing. Anna Zaušková, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
anina.zauskova@gmail.com

IDENTIFICATION OF DEMANDS PLACED ON SPORT MANAGERS DURING RECRUITING IN THE CZECH REPUBLIC

Tomáš Ruda

Abstract

The aim of this paper is to determine the behavioral competencies and personality traits that are sought from sport managers during the recruiting process. The study took place in the Czech Republic and the data were collected online on the biggest recruiting website, jobs.cz. The data were gathered during the summer of 2018. The sample contains 75 unique job advertisements and was analyzed by the use of content analysis. The results of this study indicate that communication skills, the ability to work independently, responsibility, organizational skills, planning skills and coordination skills, Microsoft Office competency, English language, thoroughness, precision, and reliability are among the key competencies of sport managers in the Czech Republic. This study confirmed that most key competencies remain the same as presented by Janak¹. The only major difference is that Janak's study showed the importance of team work and this study ranks the ability to work independently higher.

Key words:

Competency. Knowledge Worker. Personality Traits. Requirement. Skills. Sport Management.

1 Introduction

The labor market has been changing in recent years and new workers are not always fully prepared for these conditions. This is mainly because the labor market is developing faster than general specialist training. These specialists are often educated at universities that experience delays in responding to the labor market. To enable universities to respond promptly to the needs of large and small companies, it is necessary to identify the requirements that are placed on them. It is no different in the relatively young field of sports management. Sports management is assumed to be an interdisciplinary field (Čáslavová²;

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- 1 JANÁK, V.: Behaviorální kompetence manažera marketingu v mezinárodních firmách. In ŠTĚDRŮŇ, B. et al.: *Mezinárodní marketing*. Prague : C. H. Beck, 2018, p. 182-195.
 - 2 ČÁSLAVOVÁ, E.: *Management a marketing sportu*. Prague : Olympia, 2009, p. 22.

Voráček³; Šíma⁴), which includes, in addition to management, marketing, human resources management, and organizational behavior. In this area, the area of human resources is becoming the main focus. The starting point for deriving the requirements placed on sports managers was to define the role of the sports manager as being a strategic and tactical-operative in the field of sports management (Janák⁵; Janák¹). Of the available concepts of the sports manager both Tomek and Vávrová⁶, who examine the general concept of manager with an emphasis on product management and the concept of Omcirk and Pecinová⁷, which looks at the issue from an academic perspective, were applied. All authors agree that a sports manager must have the managerial competencies that McClelland⁸ defined as an individual characteristic that has a direct causal link to high performance at work or in a given situation. In this context, Janák⁹ created the "Core and Surface Competency Model" of the core competency components. This model is based on a basic element that contains abilities, features, and motives. Above them is the element of self-concept, attitudes and values, and at the top are the knowledge, behavior and skills, i.e. the traits acquired by education.

According to Janák¹⁰, the assessment of the participation of innate determination or the possibility of development of a given characteristic is most important in practical use. For this reason, it classifies knowledge, behavior, and skills into superficial (visible) competencies that are relatively easy to develop. Hidden competencies include

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- 3 VORÁČEK, J.: *Public Relations ve sportovních organizacích*. Prague : Karolinum, 2012, p. 71.
 - 4 ŠÍMA, J.: *Kvalita služeb sportovních zařízení a možnosti jejího hodnocení*. Prague : Karolinum, 2016, p. 12.
 - 5 JANÁK, V.: Demands on sport coach and his competency profile. In *Studia Sportiva*, 2015, Vol. 9, No. 1, p. 179-182.
 - 6 TOMEK, G., VÁVROVÁ, V.: *Jak zvýšit konkurenční schopnost firmy*. Prague : C. H. Beck, 2009, p. 54.
 - 7 OMCIRK, V., PECINOVÁ, M.: Typologie týmových rolí u studentů magisterského oboru Management tělesné výchovy a sportu FTVS UK. In *Česká kinantropologie*, 2016, Vol. 20, No. 1, p. 43-50.
 - 8 MCCLELLAND, D. C.: Testing for Competency Rather Than Intelligence. In *American Psychological Science*, 1973, Vol. 28, No. 1, p. 2-13.
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 - 10 JANÁK, V.: Demands on sport coach and his competency profile. In *Studia Sportiva*, 2015, Vol. 9, No. 1, p. 179-182.

self-concept, attitudes, values, abilities, motives, and features. He considers these competencies to be more important than superficial. Core competencies are almost impossible to train, as they are largely passed down, and limited by inheritance. Core competencies thus constitute the individual's individuality. The competency profile of a sports manager prepared by Janák¹⁰ was created at the Charles University at Faculty of Physical Education and Sport. The competency profile was compiled from the simple occurrence of characteristics in the competency list as presented by the authors. The most frequently emerging competencies, up to 80%, included: purposefulness, communicativeness, stress resistance, organizational skills, decisiveness, motivating, and motivated. Janák¹⁰ also compared the achieved results with the research of Spencer and Spencer¹¹, who created the competency profile of a manager in humanities. After comparison, he stated that both competency profiles coincide in the areas of leadership, organization, expertise, analytical thinking, and self-control skills. The author considers stress resistance to be a new requirement for competency. According to him, it is characteristic of the sports environment. He also mentions specific competencies, diligence, independence, purposefulness, decisiveness, which Janák⁹ interprets as the fact that our sports managers lack them and they are therefore considered necessary. The theories described above, however, lack the insight of companies that record job requirements in a profile, which they then post in an employment offer. Given that differences between the theoretical framework and the requirements of companies can be anticipated, it is necessary to describe the competency profile of a sports manager also in terms of requirements that are placed on sports managers in the recruitment process.

2 Aim

The main objective of this study is to identify the requirements placed on a sports manager during the recruitment process in the Czech labor market. A partial aim was to determine the competency profile of a sports manager.

11 SPENCER, L. M., SPENCER, S. M.: *Competence at work. Models for superior performance*. New York : J. Wiley and Sons, 1993, p. 134.

3 Methods

The qualitative method of content analysis was used for the analysis. Content analysis is a method of analyzing written, spoken, or visual communication messages (Cole¹²). It is a research method of a systematic and objective way of describing and quantifying a phenomenon (Krippendorff¹³ ; Sandekowski¹⁴). According to Pavlica¹⁵, this method is recommended for orientation in qualitative data. When searching, the data that occur with frequency at the level of statistical significance are important. Researchers are thus able to examine theoretical questions in order to better understand information. Through content analysis it is possible to sort words (data, information) into several content related categories. This is assuming that the sorted words, sentences and the like share the same meaning (Cavanagh 1997). Krippendorff¹⁶ further describes content analysis as a research method for creating repeatable and valid deduction from data to their context in order to provide knowledge, insight, or factual description. Its aim is to achieve a broad and comprehensive description of the phenomenon, the concept, or categories describing the phenomenon. Data was collected for 12 weeks, beginning in July and ending in September 2018. Ads were collected from jobs.cz, www.cz.jooble.org and prace.cz every week. Individual advertisements were downloaded either in PDF format or converted into a word document. The study included all managerial positions that were advertised by sports-related companies, sports clubs, sports agencies, or sports associations. Ads included in the study had relatively rich content and contained more than the job title, salary, and contact. In the first stage, higher education filters were applied for each keyword. In the second, the education filter was removed and the filter was applied only to "full-time" work. In order to verify current trends, as mentioned in the study (HAYS¹⁷),

12 COLE, F. L.: Clinical Nurse Specialist. In *CNS*, 1988, Vol. 2, No. 1, p. 54-56.

13 KRIPPENDORFF, K.: *Content Analysis an Its Methodology*. Thousand Oaks, CA : Sage, 2004, p. 345.

14 SANDELOWSKI, M.: Qualitative analysis: what it is and how to begin? In *Research in nursing and health*, 1995, Vol. 18, No. 4, p. 372-374.

15 PAVLICA, K.: *Sociální výzkum, podnik a management*. Prague : EKOPRESS, 2000, p. 59.

16 KRIPPENDORFF, K.: *Content Analysis an Its Methodology*. Thousand Oaks, CA : Sage, 2004, p. 351.

17 *Resourcing and talent planing survey 2017*. [online]. [2019-09-22]. Available at: <https://www.cipd.co.uk/Images/resourcing-talent-planning_2017_tcm18-23747.pdf>.

a third “part-time” filter was also used. By data collection 98 recruitment ads were obtained. After duplicates and advertisements for positions that had nothing to do with sports management were eliminated, 75 unique advertisements remained. There were also four advertisements in German and three advertisements in English.

4 Results

This section includes the presentation and interpretation of data, which will serve to create the type of position of the sports manager. The main attention is paid to job requirements, as it consists of two parts, namely “psychological requirements” and “expertise and skills, general competency, experience and special requirements”. From these two partial analyses the position type will be created. However, equal attention will be paid to “work activities and responsibilities”, as the results of this analysis will give insight into the workload of future sports managers.

4.1 Psychological Requirements for Sports Managers

The way in which psychological demands for a job are organized is not accidental. The author again refers to Wroblowska¹⁸ who did so for practical reasons. These groups of traits are examined when candidates for vacancies are selected using psychodiagnostic tests. Another reason is that these characteristics are used to describe a person’s character in a job and to describe the psychological demands of a job. They define the facts within the interpersonal relationships as well as the demands on the candidate’s internal settings. For the correct interpretation of Table 1 it is necessary to add that the boxes “occurrence of characters of this group min. 1x” interpret that part of the advertisements that contained at least one character (request) in the group. The first group examined was “Performance Prerequisites and Capabilities” (features A). This group was represented in each ad surveyed. The highest rate of “independence / able to work” was achieved with a relative frequency of 88%. Here, Janák¹⁹ is projected, in which “independence” is included under the term

18 WROBLOWSKÁ, Z.: *Lidský faktor v produktovém managementu*. [Dissertation thesis]. Ostrava : Vysoká škola Báňská – Technická univerzita Ostrava, Fakulta ekonomická, 2010, p. 109.

19 JANÁK, V.: Demands on sport coach and his competency profile. In *Studia Sportiva*, 2015, Vol. 9, No. 1, p. 179-182.

“independence” and states that this feature is required as it is lacking in sports managers. The same is true for decisiveness (“decisiveness / quick decision”), which reached a relative frequency of 17%. The requirement for “meticulousness, precision, reliability” reached 57%, the second highest relative frequency. Together with the stated independence, these two requirements can be described as requirements for quality work. The results of the analysis also show that analytical thinking is require three times more than conceptual thinking by sports managers

Table 1: Psychological requirements for sports managers

Psychological requirements for sports managers			
Character		Absolut frequency	Relative frequency
Prerequisites and abilities			
A	Independence / able to work independently	66	88%
	Result orientation	36	48%
	Decisiveness / Ability to make quick decisions	13	17%
	Conceptual thinking	8	11%
	Analytical thinking / abilities	27	36%
	Thoroughness, Precision, Reliability	43	57%
	Creativity	33	44%
	Occurrence of characters of this group min. 1x	75	100%
Interpersonal properties			
B	Organizational, planning and coordination skills	53	71%
	Team player / Team work ability / Team spirit	39	52%
	Communication skills / Ability to communicate well	70	93%
	Excellent negotiation skills (art of persuasion)	22	29%
	Presentation skills	31	41%
	Ability to motivate others	12	16%
	Leadership skills	30	40%
	Occurrence of characters of this group min. 1x	74	99%
Requirements for self-motivation and setting personal goals			
C	Initiative / Proactive	30	40%
	Purposeful, able to motivate himself	15	20%
	Enthusiastic	36	48%
	Willingness to learn new things	24	32%
	Occurrence of characters of this group min. 1x	65	87%

Features identifying vital capacity and temperament			
D	Dynamic, energetic, vital personality	18	24%
	Active	10	13%
	Occurrence of characters of this group min. 1x	28	37%
Other psychological requirements (willpower, ability to adapt)			
E	Ability to prioritize / Master multi-tasking	9	12%
	Stress resistance	15	20%
	Flexibility (dominant time)	28	37%
	Empathetic	9	12%
	Responsibility	56	75%
	Occurrence of characters of this group min. 1x	67	89%

Source: Own processing

Group “B”, i.e. “interpersonal properties” has proved to be a key psychological requirement. “Communication skills / ability to communicate well” achieved the highest relative rate of 93% reached and thus became the most frequent feature. Sequential management functions, such as organizing, planning, and co-ordination, also achieved high relative values, which appeared only in three-fifths of cases. More than half of the ads required teamwork, and leadership was required in 40% of cases. Together with deductive abilities there was also a demand for team motivation, which was classified as a “motivating” characteristic based on the results of the competency profile of the sports manager (Janák¹⁹). The third group (C) examined the requirements for self-motivation and setting personal goals, among other things, and whether one has the will to develop. In almost half of the ads there was a demand for “the ability to work with a great deal of enthusiasm and commitment”. This suggests that half of the companies directly require their employees to work with a passion for the job. Group “D” was the least frequent group. The main reason was that it contained only two examined characteristics. That is why its placement in Table 1 is so poor.

The last group “other psychological requirements” included requirements for which it was not possible to be included in the previous groups. The most common requirement was “responsibility”, which was mentioned in three-quarters of the cases. This represents, for example, “responsibility for the running of an organization or project”, “bear responsibility”, or “responsible approach”. More than one-third of job offers were included in the “flexibility” requirement. It is flexibility in terms of working

time, working overtime and so on. Spencer and Spencer²⁰ cite "stress-resistance" as a specific feature of the sports environment, which has reached a relative frequency of 20%. It should also be noted that it was necessary to exclude from the table the requirement for "self-control", which reached only 3%. The authors consider this to be a key competency. The results show the proportional representation of groups of psychological requirements. A total of 733 psychological requirements were captured and subdivided into relative values. The graph shows that the most important component of psychological requirements is "interpersonal properties", reaching a relative frequency of 35%. It is followed by a group "A", which contains performance prerequisites and abilities. Both of these groups represent two-thirds of the total psychological requirements. Groups "C" and "E" are almost identical.

4.2 Expertise Skills, General Competency, Practice and Special Requirements

It should be noted at the outset that, because of the 5% relative frequency of the character, a total of four practice requirements were removed. A total of 398 characteristics were recorded. The first group dealt with the requirements for the applicants' educational attainment. Nearly one-third of advertisers did not require higher education from their future managers and were content with secondary school leaving exams or higher vocational education. The second third required secondary or higher education. Higher education was strictly required in 25% of advertisements (see Table 2).

Table 2: Expertise and skills, general competencies, experience, and specific requirements

Expertise and skills, general competencies, experience, and specific requirements			
Character		Absolut frequency	Relative frequency
Education			
F	Requirement not listed	9	12%
	University level	19	25%
	High School or University level	24	32%
	High School or Collage (not University)	23	31%

20 SPENCER, L. M., SPENCER, S. M.: *Competence at work. Models for superior performance*. New York : J. Viley and Sons, 1993, p. 134.

MARKETING IDENTITY

Specialized experience and skills			
G	Knowledge of professional disciplines	13	17%
	Knowledge of management	17	23%
	Knowledge of marketing	13	17%
	Strategic thinking / Business thinking	7	9%
	Requirement not listed	33	44%
Selected general competences			
I	Communication knowledge of German, French or Russian	32	36%
	Excellent English	28	37%
	Intermediate or advanced English	22	29%
	Microsoft Office competency	52	69%
	Driving licence – group B	30	40%
	Requirement not listed	5	7%
Professional experience			
J	Professional experience with demonstrable results	2	3%
	Experience in sport management is an advantage	10	13%
	Experience in sport management is required	18	24%
	Experience in sport management – minimum 1y	8	11%
	Experience in sport management – minimum 2y	8	11%
	Experience in sport management – minimum 3 and more years	8	11%
	Experience with team management, smaller working groups	11	15%
	Requirement not listed	18	24%
Special requirements			
K	Relationship to sport	48	64%

Source: Own processing

Requirements in the “G” group were directed towards expertise and skills. It should be noted that they were not listed in more than 44% of recruitment advertisements. This can be explained by the fact that professional knowledge and skills are required for graduates. Returning to the previous group, it is apparent that only a quarter of the advertisements require higher education and a third of the advertisements put the requirement for “high school or college” on the same level. However, sports managers are required to have management

rather than marketing knowledge or, at relative frequencies, 23% for "knowledge of management" and 17% for "knowledge of marketing". Together with marketing, it achieved the same values as "knowledge of professional disciplines". Here it is necessary to mention one of the pitfalls of content analysis. Because the data had to be categorized into higher order groups (in this case, the requirement of "knowledge of disciplines"), the unique data had to be reduced in order to avoid fragmentation of the information. This would not reach the 5% relative frequency limit. For illustration, this group included advanced knowledge of accounting or knowledge of working with analytical programs. The requirement for "strategic thinking / business thinking" was very rare, especially in top management positions. The most frequent category was "selected general competencies". In only 7% of cases the requirements for these competencies were not stated. Almost 70% of advertisements required a good level of computing. The second most common competency was holding a driving license – group B, which occurred in two-fifths of cases. As far as foreign language knowledge is concerned, the English requirement is at a relative frequency of 66%. This value is a synthesis of the requirements of "good / advanced / communicative English" and "excellent English". It should be noted that "excellent English" is strongly preferred. In more than a third of recruitment advertisements there is also a requirement for yet another world language, especially German, French, and Russian.

The requirements for practice have already been mentioned in the introduction to the subchapter. Table 2 shows that practice requirements are required in a very wide range. It can be stated that the most frequent feature is "experience in the field is a condition", as well as the fact that the unrelated requirement for practice has reached the same relative frequency of 24%. The second most common criterion was "the experience of deducing teams, smaller working groups". Concerning the similarity of relative frequencies, it is necessary to mention the requirements with the same 11%, that is experience in the position from one, two, and three years and more. As already mentioned, four practice requirements were removed due to the lack of relative frequency. These were "sport management experience", "marketing experience is a requested", "professional experience" and "professional experience with demonstrable results". The last group was included in the explorations on the basis of operationalization, as it became apparent that the requirement for a "relationship to sport" appeared very often. As shown in Table 2, a total of 48 recruitment ads appeared. The author explains

such a high frequency of the requirement for a relationship to sport in such a way that organizations are interested in making the work of a sports manager more closely connected with his or her interests and hobbies.

4.3 Work Activities and Responsibilities

This section analyses work activities that were listed in the recruitment ads. Although the data from this analysis will not be used to compile the “sports manager” type position, it will serve as a knowledge base for future research in this field. Its contribution is also comprehensive information on the performance of the work of a sports manager. Table 3 provides a clear representation of work activities and responsibilities along with absolute and relative frequency of characteristics. Data is organized from the most frequent to the least frequent. To maintain the form of data processing, the 5% relative frequency rule was maintained. Even so, 27 work activities are presented. With regard to the results in the analysis of psychological requirements, where the requirement for communication skills was most frequent, it is not surprising that even in Table 3, “communication with clients, partners” is in the first place. The communication competency also covers the work activities of “cooperation with other departments”, “partner care”, and “regular reporting”. In the top ten, in terms of relative frequency, there are also traditional management functions (Koontz and Weihrich²¹) such as leadership, control, and organization. Planning recruitment and selection of staff appears less frequently. Work activities that are strictly related to sports management are rather marginal, the relative frequency of characteristics does not exceed 10%. These include “scouting”, “sportsmanship” and “sponsoring”. The activity “sale of advertising space” was also recorded, but it reached only 2%. Given that the Czech business environment is relatively demanding in terms of bureaucracy, the work activity “administration” ranks third with more than one third of the work.

21 KOONTZ, H., WEIHRICH, H.: *Management*. Prague : Victoria Publishing, 1993, p. 113.

Table 3: Work Activities and Responsibilities

#	Work Activities and Responsibilities	Absolute frequency	Relative frequency
1.	Communication with clients, partners	40	53%
2.	Leadership, control	34	45%
3.	Administration	27	36%
4.	Cooperation with other departments (eg. marketing, purchasing)	22	29%
5.	Responsibility for customer service, customer care	19	25%
6.	Organizing / conducting marketing campaigns	18	24%
7.	Market monitoring, market analysis	18	24%
8.	Event organization (eg sports events)	17	22%
9.	Searching for new business opportunities, partners (B2B, B2C)	17	22%
10.	Team motivation	15	20%
11.	Partner care	13	17%
12.	Creating a business plan	12	16%
13.	Coordination of projects / campaigns	12	16%
14.	Creating a communication strategy	12	16%
15.	Recruitment and selection of employees	10	13%
16.	Regular reporting	9	12%
17.	Presentation of products, preparation and realization of offers	8	10%
18.	Lead a pricing and promotional strategy	8	10%
19.	Search for talented players	7	9%
20.	Strategic planning	7	9%
21.	Care for athletes	7	9%
22.	Social network management	6	8%
23.	E-shop management	6	8%
24.	Data analysis	6	8%
25.	Coaching co-workers	6	8%
26.	Obtaining sponsors	5	6%
27.	Website administration	4	5%
	Listed only the main activity or profession	5	6%

Source: Own processing

We can also observe the advent of new technologies and the subsequent projection into the spectrum of sports manager's activities. Namely it is the administration of social networks, e-shop, and web. Here you can see the intersection of IT work with management work. This trend is also indicated by the relatively high proportion of PC work (Group G in Table 2).

4.4 Sports Manager Competency Profile

The aim of the content analysis was to approach various work positions of sports managers. The first and second sections of the analyzed data were the starting point for creating the "sports manager" type position. The various competency requirements that were necessary to perform the positions offered were analyzed. The third area of research provided an illustration of the job position on work activity and responsibility. The data were collected through the processing portals www.jobs.cz, www.cz.jooble.org, and www.prace.cz. These resources were used with regard to data availability, non-overlapping job offers, and well-designed recruitment ads with a wealth of target data. The keywords (sports filters), sports manager, sports manager were used for searching "jobs.cz". For each of these passwords, the "higher education", "submitter - direct submitter", and "submitter - non-profit" filters were set in turn. The keywords "sportovni manazer" in Czech and "sport manager" in English have proven successful on the server "www.cz.jooble.org", no other filters could be applied. The keywords on "www.prace.cz" were "sports manager" and "sport manager". Here, filters were applied for "higher education", then for "full-time" work and, lastly, for "part-time" work. A total of 75 unique advertisements were analyzed. The individual advertisements were then coded in the capture table using content analysis and computer technology. After recalculating the absolute and relative values of the examined characteristics, the missing values were calculated. At this stage it was only possible to create a "sports manager" type position: With regard to the relative frequency of the characteristics and their total number, the type position was created from 12 requirements. These are 12 characteristics with a relative frequency of more than 40%. It should be noted here that the requirement for "English" was a synthesis of "good / advanced / communicative English" and "excellent English". The reason for this synthesis is obvious as both characteristics measure the requirement for English language knowledge and both are mutually exclusive. Thus, they were not both represented in a single recruitment advertisement.

Table 4: Sports Manager Competency Profile

Sports Manager Competency Profile			
12 most frequent requirements		Absolut frequency	Relative frequency
1	Communication skills / Ability to communicate well	70	93%
2	Independence / able to work independently	66	88%
3	Responsibility	56	75%
4	Organizational, planning and coordination skills	53	71%
5	Microsoft Office competency	52	69%
6	English language	50	67%
7	Thoroughness, Precision, Reliability	43	57%
8	Team player / Team work ability / Team spirit	39	52%
9	Result orientation	36	48%
10	Enthusiastic	36	48%
11	Creativity	33	44%
12	Presentation skills	31	41%

Source: Own processing

The analysis has shown that sports managers are required to have behavioral competencies rather than expertise. Behavioral competencies are represented in 10 cases. The remaining 2 belong to expertise, more specifically general competency.

5 Discussion and Conclusion

The ability to communicate is the most preferred requirement in a typical position, with 93% of recruitment advertisements represented. Janák²², in his competency profile of the sport manager, mentions "communicativeness" in the first place together with three other competencies. The requirement for the ability to work independently reached a relative frequency of 88% and compared to the "decisive" competency, was more preferred in the sport manager position. Responsibility is represented as a requirement in three-quarters of cases and in the competency profile is represented by "purposefulness", which

22 JANÁK, V.: Demands on sport coach and his competency profile. In *Studia Sportiva*, 2015, Vol. 9, No. 1, p. 179-182.

is the first four competencies. Both the requirement and competency for “organizational skills” ranked fourth. This is followed by “PC work” and “English language”, i.e. requirements representing expertise or general competency. This is due to both the continuous technical advancement, the visualization and growing importance of IT, and globalization and market tying. Managers are required to work flexibly, so that they no longer have to rely on a specific job within a city or state. These requirements are included in the competency profile under the competency of an “expert”. Regarding the 7th, 8th, and 9th requirements, we can claim to have a common denominator in a good and properly done job. Employers have thus made it clear from the outset that they require the already mentioned competency for purposefulness but also for diligence, which is also mentioned by Janák²² in the competency profile of the sport manager. Although the competency for team work is in the competency profile of the sport manager at the bottom rungs, it reaches a relative frequency in the type position. With the increasing importance of human capital, it is effective to create work teams with interpersonal capabilities.

The requirement for creativity corresponds to the competency of “conceptual and creative thinking”. Although this competency is in part contradictory, the conceptual thinking has reached a relative frequency of 8%, while the analytical thought of 27%. “Presentation skills” were the last requirement with a 41% cut-off. In terms of competency profile, this is a novelty, as competency in presentation skills is not given. One might argue, however, that it concerns competency on “communicativeness” and “authority and influence”. As far as research boundaries are concerned, we can say that data collection took place in a relatively short period of time. Given that it took place during the autumn months, i.e. before the end of the year, the variety of positions offered could be lower than in the spring, when more jobs are available with regard to lower seasonal unemployment. The current situation on the labor market, i.e. extremely low unemployment and more vacancies, could also be reflected in the requirements for the offered positions. This allowed advertisers to compromise on practice or education requirements. Polemics about the research method of content analysis were also mentioned. It is likely that if someone else encoded the data, slightly different results could occur. Depending on the different semantic understanding of characteristics, different groups could be assigned. The submitted data can serve not only to applicants for a position in the sports sector, but also to universities that have sports management included in their study programs. The

author believes that the aim of the university should be, besides acquiring professional knowledge of the study program, also a smooth transition of the student into working life, therefore it is necessary to adapt the teaching to a certain extent to the current requirements of companies and societies. At the same time, students themselves should be able to influence their studies with their elective courses, which allow for a greater profile of each student.

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Contact data:

Mgr. Tomáš Ruda, Ph.D.
Charles University in Prague
Faculty of Physical Education and Sport
Josef Martího 269/31
162 52 Prague 6 – Veveslavín
CZECH REPUBLIC
rudatomas@gmail.com

**INFLUENCE OF THE MEDIA ON THE PARTICIPATION
OF CITIZENS IN THE PROCESSES OF CREATING
AND IMPLEMENTING SOCIAL AND ECONOMIC POLICY
IN THE INTERWAR PERIOD IN POLAND – CASE STUDY
GOŚĆ NIEDZIELNY – ONLINE INSPIRATIONS
FOR CONTEMPORARY TIMES**

Zbigniew Widera – Rafał Śpiewak

Abstract

The aim of the article is to indicate an example of the influence of the media on the participation of citizens in the processes of creating and implementing social and economic policy during the interwar period in Poland. The use of information technology and the creation of the possibility of using the content of the former online media messages through it can be a source of inspiration for contemporary creators of media messages in composing media strategies. For the recipients using the available resources, the seed of historical reflection. For politicians responsible for the development of the state, the possibility to make comparisons.

Key words:

Civic Activity. Gość Niedzielny. Media. Social Activity. Socio-economic Policy.

Introduction

The activity of citizens is an essential element of the state's organisation. It should be remembered that the delegation of politicians to the government is made through the citizens, and its meaning comes down to the development of the state. The key element is to satisfy the needs of the inhabitants of a given area with the necessary condition of universal access to public services provided by the state and its institutions. Participation of citizens in the process of creating and implementing social and economic policy is based on their civic activity and social control of democratic processes. The condition for effective participation of citizens in the development of the country is the creation of conditions by the state and local governments for initiating civic activity. Organisations operating in the country should also participate in this process. Historical experience shows that their role has often been crucial. Institutions, including the Catholic Church, towards which

citizens expressed an attitude of acceptance and even trust, often involving themselves in their activities, had a constructive influence on overcoming passive attitudes.

Social activity includes the activities of individuals, socially normalized, performed within the framework of specific social roles. It is a participation in collective activities that go beyond the duties related to the performance of professional functions and functions in the family, aimed at the realization of valued social values. It is characterized by voluntariness, material gratuitousness and altruistic motivations. Social activity involving various types of social organisations, referred to as "institutionalized social activity"¹. Authors conducting scientific activity in the area of Catholic social science stress that social activity includes the assumption of the causative power of an individual. Its foundation is the need for real commitment to a specific social, cultural, economic and political reality. It stands on the other side of the attitude of excessive individualism and claims behaviour - claims attitude². An important element of Catholic social teaching is social solidarity, which has a positive impact on all dimensions of social activity. The prevailing view is that of a good Christian who cannot be indifferent to the problems of the community in which he lives. One of the ways is to get involved in the work of NGOs. The Christian duty cannot be socially passive and, at the same time, politically completely indifferent. Social activity is interpreted as a duty that stems from a moral obligation to care for the common good. This attitude requires, on the one hand, a compromise in personal relations and, on the other, an intensified interest in the current social situation. The participation of citizens in society should meet the need to introduce values which, in individual assessment, are of value to the whole community. In the light of the conducted research, Poland is characterised by a low level of all assessed dimensions of social activity, including civic, pro-social and cooperative activity. The majority of Poles are not interested in issues not related to private life, do not participate in shaping social reality and do not engage in solving social problems³.

1 *Encyclopedia PWN*. [online]. [2019-12-10]. Available at: <<https://encyklopedia.pwn.pl/haslo/aktywnosc-spoleczna;3867107.html>>.

2 TWENGE, J. M.: *iGen*. Sopot : Smak Słowa, 2019, p. 158-159.

3 MULARSKA-KUCHAREK, M., ŚWIĄTEK, A.: Social activity of the inhabitants of Łódź. Analysis of selected dimensions. In *Studia Regionalne i Lokalne*, 2011, Vol. 46, No. 4, p. 70-71.

On the other hand, civic activity, which may be determined by social activity, is manifested by, among others, voter turnout, participation in formal and informal activities aimed at influencing public decision-making. It also has features directly related to social activity, willingness to associate or act in non-profit social organizations. The required involvement of citizens in the process of creating and implementing social and economic policy is in vivid opposition to one of the most characteristic features of Polish society, which is a phenomenon that can be described as a "civic deficit". It is visible in the low level of civic activity, resulting in a sense of lack of subjectivity in public matters and political effectiveness. It can be assumed that low civic activity at the macro-social level is possible to explain, it is more difficult to explain the low interest in participation in influencing the shape of local affairs⁴. On the other hand, social control of democratic processes is interpreted as the attitude of citizens and organizations in the process of monitoring the activities of the government, the transparency of its activities, whether the final condition is the influence on access to public information and providing organizations operating in the public interest with sources of funding and conditions to operate in the long term⁵. Media messages play an important role in all the areas of civic participation identified, especially when they initiate and support such activities.

1 The Role of the Media in Shaping the Process of Creating and Implementing Social and Economic Policy

The development of the media is increasingly dynamic in the relationship between power and the citizen. Media tools make the communication process increasingly interactive and result in a broad publicity of citizens' voices, which is now taking place not only through media institutions but also through individual media messages. The voice of citizens is the answer to phenomena occurring in their wider and closer environment. Of particular importance in this phenomenon is the reaction to the behaviour of the authorities reflected in the messages from media institutions. It is worth noting, however, that the media, when acting as a transmitter, are not limited only to it, but go beyond it in the process of creating their own media policy, guided by their own interests. The

4 ŁABĘDŹ, K.: Civil activity at the local level and its determinants (based on the example of Kraków). In *Politics and Society*, 2016, Vol. 14, No. 4, p. 20-21.

5 KRYGIEL, P.: *Aktywność obywatelska w Polsce – co może do*. Warsaw : Sobieski Institute, 2015, p. 9.

activity of media institutions fits into many areas of life. They mark their presence in the process:

- shaping the image of policy closely with the area in which it occurs,
- shaping the image of phenomena and dependencies taking place in the society,
- creating patterns, values and behavioural patterns,
- building the aspirations of citizens and their participation in social and economic life,
- the influence of local communities,
- building the emotions of a man and the way he reacts.

Leaving aside the in-depth reflection on the description of media activity determining the phenomena taking place in the society, it should be stated that the positive aspect of this influence is the possibility of activating the recipients to participate in the social and economic life. Today we have a very rich resource of new media, which are intensifying their impact even further through tools resulting from technological evolution. This results not only in a faster flow of information, but also in interactivity for a more effective process of consultation and verification of social programs. One of the elements of the process of managing the content of media messages is the ability to draw on historical experiences, because in them one can find not only an analogy to the processes taking place in society, but also the ways of influence whose effectiveness has been assessed⁶. As a result, it may turn out that both the ways in which media institutions at that time interacted with them and the reactions of their audiences can be compared to similar behaviour of media and their audiences at present. In this context, the value of using the content of contemporary online media in the resources of scientific and cultural institutions is invaluable⁷. Conducting analyses of the way in which the media have tried to influence the participation of citizens in the processes of creating and implementing social and economic policy may be an inspiration for actions taken nowadays. It can also be an interesting material for scientific research. One of the resources creating the possibility to study facts taking place in the society in the historical period is the resources of the Silesian Digital Library.

6 SZPAK, J.: *Historia gospodarcza powszechna*. Warsaw : Polskie wydawnictwo ekonomiczne, 2007, p. 30-31.

7 BRATKOWSKI, P., LIS, R., SZULC, M.: *The digital memory of the region. 10 years of the Silesian Digital Library*. Katowice : Silesian Library in Katowice, 2016, p. 13. [online]. [2019-11-12]. Available at: <<https://www.sbc.org.pl/dlibra/publication/269573/edition/255026/content?ref=desc>>.

2 Silesian Digital Library

The Silesian Digital Library (ŚBC) is an online library established in 2006 by agreement between the Silesian Library and the University of Silesia. The aim of the ŚBC activity is to present on the Internet the cultural heritage of Silesia in its historical and contemporary diversity, to publish the scientific achievements of the region and to support didactic and educational activities⁸. It started its activity on 20 July 2006 in Katowice, after the signing of an agreement on digital archiving, protection and presentation of resources by the Rector of the Silesian University, Prof. Janusz Janeczek and the Director of the World Bank, Prof. Jan Malicki. The goal that both units set themselves was to create a regional resource, including the literature of the historical region of Silesia and the province of Silesia⁹. All the rich collections held by the Silesian Library and the University of Silesia have been digitally processed and made available free of charge to all Internet users. The whole consists, among others, of 333 718 magazines, 7609 statistical studies and 4209 photographs, divided into regions (Lower and Upper Silesia, Cieszyn Silesia, Opole region, etc.). Collection, management and search of resources is done through the dLibra software, offering to download the material to your hard drive or read it online¹⁰. In the years 2006-2016, the members of the Coordinating Team of the ŚBC presented over 70 presentations and projects of its participants in 30 cities in Poland and abroad during conferences, trainings and workshops¹¹. Today, the resources of ŚBC consist of 393,315 objects, viewed by a total of more than 130 million users¹². One of the valuable resources of the library is the yearbooks of the *Gość Niedzielny* from the interwar period.

8 *Silesian Digital Library*. [online]. [2019-11-12]. Available at: <<https://www.sbc.org.pl/dlibra/text?id=about-dlibra>>.

9 BRATKOWSKI, P., LIS, R., SZULC, M.: *The digital memory of the region. 10 years of the Silesian Digital Library*. Katowice : Silesian Library in Katowice, 2016, p. 10. [online]. [2019-11-12]. Available at: <<https://www.sbc.org.pl/dlibra/publication/269573/edition/255026/content?ref=desc>>.

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11 BRATKOWSKI, P., LIS, R., SZULC, M.: *The digital memory of the region. 10 years of the Silesian Digital Library*. Katowice : Silesian Library in Katowice, 2016, p. 10. [online]. [2019-11-12]. Available at: <<https://www.sbc.org.pl/dlibra/publication/269573/edition/255026/content?ref=desc>>.

12 *Silesian Digital Library*. [online]. [2019-11-12]. Available at: <<https://www.sbc.org.pl/dlibra/pubstats>>.

3 Historical Models of Shaping Civic Activity – A Case Study by the Weekly Guest Sunday During the Interwar Period

The initiator of the “Gość Niedzielny” was the then apostolic administrator of the part of Upper Silesia annexed to the Polish state, Father August Hlond¹³. He became the first bishop of the Katowice diocese and then became the Primate of Poland. He pointed out to the weekly newspaper that appeared on the press a special mission related not only to religious matters, but also to social issues and particularly important state matters. A. Hlond was aware of the fact that the achievement of the set goals was necessary due to the influence of the media. He used the best medium in his assessment of what the press was like in his comments on its wide range of influence caused by it. The newspaper was available for readers in churches of the whole diocese. The “Gość Niedzielny” soon became a serious tool stimulating the dynamism of social life in Upper Silesia in a historically difficult period¹⁴. However, the publication of “The Gość Niedzielny” was clearly of a pro-state character and focused on the tasks integrating the Upper Silesian region with the rest of the country. It was not limited only to regional issues, let alone had separatist features. It was characterized by more centripetal than centrifugal tendency. An important goal was the assimilation of the inhabitants of Upper Silesia with the rest of the society of the reborn Polish state and the integration of Silesian Catholics¹⁵.

An example mobilising the readers of the ‘Gość Niedzielny’, lay Catholics, to actively participate in shaping political life, was to cite examples from other countries. Catholic life in the Netherlands was used as a model for the organization of the Church and the activity of the laity. With a note of nostalgia, a rhetorical question was posed: When will such a spirit come to us? It was emphasized that despite the relatively small number of Catholics in this country, their involvement in public life is disproportionately greater than in Catholic Poland. “The best thing in Europe, if not worldwide, is for Catholics to organize themselves in the

13 MYSZOR, J.: Ks. August Hlond – pastoral program for Upper Silesia (1922-1926). In ŚLIWIŃSKI, J. (ed.): *Cardinal Dr. August Hlond – Primate of Poland. Działalność i dzieła*, Katowice : GTPN im. Walentego Roździeńskiego, 1998, p. 32.

14 GRAJEWSKI, A.: *Twój Gość*. Katowice : WKM, 2008, p. 12-13.

15 GRAJEWSKI, A.: *Witness and Participant. 70 years of „Gość Niedzielny” (1923-1993)*. Katowice : WKM, 1993, p. 8.

Netherlands. The number of them is 2.5 million only, per 5.5 million Calvinists and Protestants. In spite of such a small number, they managed to organize Catholic education in an astonishing way. They have more than 20 Catholic junior high schools, apart from primary schools. No Catholic thinks about interfaith school as some of our Catholics do. They even managed to establish a Catholic university in Nimweda, which already includes three faculties: theology, philosophy and law, and even the fourth, medical faculty is being prepared. Catholics publish 34 dailies, 70 weeklies and 50 other magazines!!!! And how well they're edited. The richness of religious life was emphasized. The model was the cohesion of faith and morality manifested in everyday life. "A Dutch Catholic woman would be ashamed to show herself in such clothes as we see on the streets dressed by our >>Catholic<< Polish women. What is very important, conscious Catholicism, which was contrasted only with traditional, reflex and superficial Polish Catholicism, was considered a model. "The Dutch don't go to church by custom, but by conviction. To the sacraments not once a year, but every month and even every day¹⁶. Such a situation was not only considered appropriate, but also necessary given the whole context of the time. That's why the question was asked with a hint of regret: "When will such a ghost come to us? We need to wake up once and show that we are true Catholics, not just those who were accidentally baptized in the Catholic Church. May the Holy Spirit set our hearts on fire and make us Poles work for our church and for the good of our souls. This reflection was a confirmation of the awareness of the existence of various deficiencies of Polish Catholicism, which on the one hand was very mass, but at the same time very often shallow and traditional. So they wanted to¹⁷overcome this state of affairs.

The article had a similar resonance: "Social work of Spanish Catholics¹⁸." It concerned in particular the local Catholic Action, which was taken as a model. It has been involved in wide-ranging measures to improve the situation of farms. It was stressed that despite unfavourable social and ideological conditions, Spanish Catholics were a minority in this region, but they showed a high level of commitment. "The 262 Catholic trade unions with 85,000 members comprise a third of all organised workers in Spain¹⁹. In that reality, however, they were treated on an equal footing

16 *Catholic life in the Netherlands*. In *Gość Niedzielny*, 1925, Vol. 3, No. 21, p. 7.

17 *Ibidem*.

18 *Social work of Spanish Catholics*. In *Gość Niedzielny*, 1930, Vol. 8, No. 16, p. 14.

19 *Ibidem*.

and had their own subjectivity in deciding about the shape of economic and social life. "They are officially recognized and have the same rights as other associations²⁰. "It is worth noting that the role and social activity of women was very strongly emphasized. The article presents the Catholic Women's Union as a special model for Polish Catholics, especially women, listing the areas of its involvement: "(...) with a number of branches, such as cultural affairs, vocational training, sickness aid, child protection, censorship of books and plays, defence of women's rights as citizens, etc.²¹. The article "How to Do Catholic Action²²" was another example of how to mobilize the Catholic community in the face of a brutal attack on Christian values. In this case, it was an exhibition organised in Berlin by the communists there. Among the various exhibits there is also a picture of Christ hanging on the cross and wrapped in military shoes with a gas mask on his face. This blasphemous image was part of the Bolsheviks' propaganda campaign against Christianity. As we read in "Gość Niedzielny": "The meaning of this image was that Christ and his Church, on the one hand, proclaim love for their neighbor and, on the other, promote war²³. The next part of the article shows the attitude of the local Christian communities, both Catholics and Evangelicals. They were not indifferent to such provocations and took extensive measures to counteract similar provocations. The article ends with the information: "The protest was established at ten o'clock in the afternoon. Already at noon the illustration disappeared from the window²⁴. It clearly shows that there is a huge field for the social activity of lay faithful and that their passivity and false restraint will contribute to the escalation of similar phenomena. Citing the above examples was to make readers aware of their obligations in the social sphere and to motivate them to individual and organised activities.

Conclusion

From the experiences of past generations it is possible to extract an interesting paradigm of managing social potential and to try to apply it in the contemporary context, as well as to verify its contemporary attractiveness. This is a special organizational challenge for the Church in

20 *Social work of Spanish Catholics*. In *Gość Niedzielny*, 1930, Vol. 8, No. 16, p. 14.

21 *Ibidem*.

22 *That's how you do Catholic action*. In *Gość Niedzielny*, 1930, Vol. 8, No. 35, p. 5.

23 *Ibidem*.

24 *Ibidem*

the face of contemporary social, political and economic challenges²⁵. In this process it is necessary to be active in the media with a carefully planned strategy of conveying the content and clearly indicated goals, consistent with the doctrine of the Church. In all these areas there is a need for the conscious and concrete activity and commitment of secular Catholics. For this to happen, it is important that they are prepared to perform social functions in the Catholic spirit beforehand. On the one hand, it is supposed to show the vitality of the Church, on the other hand, it is supposed to minimize the claims and defensive attitudes towards opposite ideological trends having an impact on the shape of social life. If the Church managed to organize and mobilize huge numbers of believers to participate in the creation of social and political life through the media and various Catholic organizations associated in the framework of the Catholic Action in the investigated, contemporary reality of the interwar period, it seems that the model of the time is gaining in attractiveness also in the current conditions. The more so because we have many more media tools at our disposal today to influence the faithful. It is about both their thorough formation and activation. Formation should include substantive preparation for the knowledge of the doctrine contained in the social teaching of the Church as well as for the meaning of the most urgent tasks and goals. Organisational activities will play a very important role in this process, while at the same time integrating numerous communities of secular Catholics. For this it is necessary to create an appropriate communication management and coordination project. Therefore, the past model can be used.

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Contact data:

Rafał Śpiewak, PhD.

University of Economics in Katowice

College of Information Technology and Social Communication

1 maja 50

40-287 Katowice

POLAND

rafal.spiewak@ue.katowice.pl

prof. UEPHD. Zbigniew Widera

University of Economics in Katowice

College of Information Technology and Social Communication

1 maja 50

40-287 Katowice

POLAND

zbigniew@widera.pl

THE SHIFT OF VALUE TYPES OF THE CZECH POPULATION AND ITS INFLUENCE ON THE FORMATION OF CREATIVE ADVERTISING STRATEGY

Jaroslav Světlík – Ivana Bulanda

Abstract

Content of conference paper was built on extensive former research of value types defined by S. Schwartz twelve years ago and carried out comparison of the results of the current survey undertaken this year. Some interesting shifts in the values of Czech society were found. These shifts in cultural values were transformed into definition of the appropriate advertising appeals that would reflect these changes and could in terms of cultural types effectively reach the target groups. Significant differences in the results for individual segments indicate the need for more thorough adaptation of creative strategies and defining personas as well as from the perspective of cultural differences within Czech society. This step requires additional, more robust research in this area, which would confirm identified assumptions.

Key words:

Advertising Appeals. Creative Advertising Strategy. Cultural Dimensions. Shalom Schwartz. Value Types.

Introduction

The success of any businesses depends on the ability to attract and gain attention of plenty of customers to their bid. To get it, three basic conditions must be met: customers are interested in the bid they have money to purchase it and have the opportunity to buy it. To meet the first condition and aroused the interest of customers, we must first understand their needs and desires and effectively communicate with them. Advertising professionals should know where, when, how and why customers make their purchase before they start working on the advertising they want to deliver to the customers. Actually, admen need to know these needs and desires ahead and that is why they must see and understand particular person's demographic profile (gender, age, education, income, place of residence etc.), personal characteristics, membership to some social class, lifestyle, behavior etc. The basis to understand why people behave and act in a certain way are values they recognize and their value orientation. This is determined by a number of factors. One is the very essence of human's basic physical

and mental habit. This substance is common to all people, joy, fear, the need of socialization, safety, etc. That is what we have stored in our genes. Another important factor that determines our value orientation is cultural environment we have been grown and what values we got in this environment in the process of education and socialization. Basic human values are acquired in the age of 10 to 12 years and in the coming years it is very difficult to change them. We do not realize them. We derive the cultural values from behavioral manifestations and their surroundings. One can be good or bad, ugly or beautiful, dirty or clean, his/her behavior irrational or rational etc.

1 Advertising Appeals

In modern marketing and advertising values are considered to be one of the cornerstones of a successful segmentation, product positioning and determine the choice of suitable and effective advertising creative strategy, particularly through definition of effective advertising appeal. Advertising appeal is something that makes the product particularly attractive or interesting for recipients of advertising message and reflects the shared values of the target group as a whole¹. Appeal articulates fundamental hidden values and thus the motivation of the target group. Its aim is to draw attention of the recipient of advertising message to the product or advertising message itself. Advertising professionals often use this term to express the advertising creative strategy. For example, if the advertising stressed low price, appeal of saving is what the customer addresses. If the product saves time, an appeal may be convenience, if the ad is focused on the image of a mother who does something for the benefit of her baby, the appeal then is maternal care. To choose effective appeal also depends on the product category and its use. While the appeal of modernity we use for advertising on mobile phone, drinking beer rather outweighs the appeal of tradition. Pollay defined and specified 42 advertising appeals². In addition, he claimed that advertising reflects different values than those that actually exist in society. He talks about distorted mirror which in order to assign a positive product appeals changes objective picture of values from real social reality.

1 SVĚTLÍK, J. et al.: *Reklama. Teorie, koncepce, modely*. Rzeszow : VSIZ Rzeszow 2017, p. 586.

2 POLLAY, R. W.: On the Value of Reflections on the Values in „The Distorted Mirror“. In *Journal of Marketing*, 1987, Vol. 51, No. 3, p. 27-45.

Table 1: Advertising appeals

Appeal	Specification of appeals
1. Effective	suitable, feasible, useful, functional, comfortable (clothing), strong, tasty
2. Quality	long lasting, permanent, persistent, tenacious, quality award winner
3. Convenience	Handy, time-saving, practical, multi-purpose, user-friendly product
4. Beautiful	beautiful, chic, modern, fashionable, attractive product which increases the attractiveness of the buyer
5. Economical	economical, bargain, discount, saving costs
6. Luxurious	rich, valuable, elegant, luxurious
7. Unique	rare, unusual, exclusive, tasty, hand-processed, a unique product
8. Popular	known, regular, universal, workaday, top selling, widely known
9. Traditional	classic, historic, legendary, traditional production, valued over time
10. Modern	contemporary, new, progressive, scientific, one step ahead of others
11. Organic	organic, nutrition, natural, ecological harmony between man and nature
12. Wise	Wise, knowledgeable, educated, intelligent, experienced, product reviews by experience or expertise
13. Magic	miraculous, magical, mysterious, mythical, amazing, surprising
14. Productive	ambitious, successful, proficient, skilled, accomplished
15. Relax	relaxation, peace, calm, holiday, party, product brings comfort & R
16. Mature	adult, older, mature, respectful of elders, a product is evaluated by elderly person
17. Young	children, teens, junior, teenager, rejuvenating character of the product
18. Security	confident, stable, opportunity to exchange and return, secure, trusting
19. Moral	moral, human, fair, honest, ethical, honorable
20. Humility	patient, mild, humble, innocent, shy, sensitive
21. Adventure	bold, brave, courageous, plucky
22. Sex	erotic, romantic, lustful, amorous
23. Independence	autonomous, independent, nonconformist, free, spontaneous, do it yourself, original
24. Status	jealous, conceited, prestigious, dominant, competitive, rich, requiring compliments

25. Affiliates	Affiliates social, friendly, sociable, popular with other people, reciprocity
26. Charity	caring, nurturing, caring, kind, helping worthy of gratitude
27. Family	the family, marriage, privacy and home, kinship and affinity
28. Patriotic	patriotic, identity, civil society,
29. Health	energetic, healthy, strong, fitness, vitality
30. Cleanliness	order, clear, precise, smelling, spotless,

Source: SVĚTLÍK, J., ROUBALÍKOVÁ, J.: Hodnotová orientace Čechů a reklamní apely. In *Marketing a komunikace*, 2008, Vol. 18, No. 1, p. 9.

Advertising appeals as such not merely expressed these values, in fact they are the expression of a selected sample of positive and desirable values prevailed in particular cultures. In fact, they represent distorted mirror, a mirror that shows the ideal rather than the real values. When defining appeals suitable for our research, we proceeded from the above model and we have compiled a list of the 30 most used advertising appeals, including their specifications (Table 1).

2 Cultural Values and Types

Twelve years ago, one of the authors of this conference paper conducted extensive research which focused on finding the values of the Czech population and for this purpose method of Shalom Schwartz, Israeli social psychologist, was chosen. Schwartz originally conducted an extensive survey in 63 countries with more than 60 thousand respondents. Let's evaluate the importance of a total of 57 values from the perspective of basic management (incentive) principles in their lives. The result of the analysis are values at the individual level from which derived Schwartz 10 value types, with each type represents one of 57 values. Schwartz also defined the importance of the role those values play in individuals life³. Shalom Schwarz defined following value types:

- **Power** – reflects the social status and prestige, control or dominance over people and resources, authority, wealth, social recognition and power.

3 ŘEHÁKOVÁ, B.: Měření hodnotových orientací metodou hodnotových portrétů s. H. Schwartze. In *Sociologický časopis*, 2006, Vol. 42, No. 1, p. 108-109.; SVĚTLÍK, J. et al.: *Reklama. Teorie, koncepce, modely*. Rzeszow : VSIZ Rzeszow, 2017, p. 533.

- **Achievement** – emphasizes values such as personal achievement, influence, recognition, influential personality, intelligence, ability, success, ambition etc.
- **Hedonism** – expresses the value of enjoyment of life, pleasure, enjoyment.
- **Stimulation** – represents values as environmental challenges, novelty, excitement and experiences, exciting and varied life, courage.
- **Self-direction** – expresses one's own path, independent thinking, creativity, curiosity, independence, esteem in yourself.
- **Universalism** – emphasizes the understanding of other people's tolerance, protection of people, wisdom, unity with nature and its protection, inner harmony, peace in the world.
- **Benevolence** – represents values as charity, forgiveness, to be loyal and helpful, strong friendship, responsibility, forgiveness.
- **Tradition** – emphasizes respect for and acceptance of traditional cultural values and ideas, humility, loyalty, indifference, acceptance of fate life.
- **Conformity** – means control activities that can be received negatively by other values such as decency, obedience, self-discipline, respect for parents and the elderly are at the forefront.
- **Security** – emphasizes the harmony and stability of society, relationships, social order, reciprocity favors and mutual support, health and a sense of belonging, purity, family safety, national security.

The mentioned survey was carried out on the sample of more than 1,800 respondents from all regions of the country. The main goal of the survey was to define value types. Emphasis was placed on a balance of gender, age and education so that the sample of respondents corresponded with the social structure of the Czech Republic. The research was based on the instrument developed by Schwartz – survey carried out by questionnaire PVQ (Portrait Values Questionnaire). Identified ten value types were compared with the average value of all ten value types (MRAT). Above average values of certain value types (e.g. security and tradition) are logically in contrast with the opposite value types (lower than average), which in that case are stimulation and independence (see Fig. 1). At the same time, these above-average assessed value types which play in the lives and motivations of respondents more important role than the value types which are evaluated as average or even below average. In addition to the national value orientation of the Czech population as a whole, there were identified additional 12 target groups (by gender,

age and education). Based on the results, we selected the value types that showed highest values in comparison to the average situation in particular segments. These highest values had been in accordance with the methodology of P. Dahl subsequently transformed into suitable advertising appeals.

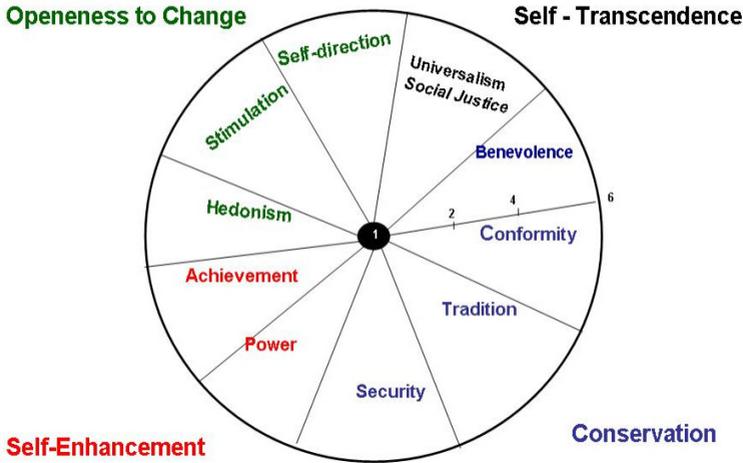


Figure 1: The relationship between 10 value types

Source: ROUBALÍKOVÁ, J.: Hodnotová orientace obyvatel České republiky a její vliv na tvorbu reklamních apelů. In SVĚTLÍK, J. et al. (eds.): *Cultural aspects of Czech and European advertising*. Prague : Professional Publishing, 2008, p. 24.

Research among others, showed how profoundly different are accepted values of young and elderly people, what differences exist in the value types between men and women, between people with primary and tertiary education, and how these differences could be translated into advertising appeals suitable for different target groups (see. Fig.3). Are the results of this research still valid? We can see significant technological, economic, political and social changes in our society which happened in the last decade and according to some sociologists, there was also a possible shift in values of the society. The authors of the conference paper are trying to find answer to this question in the framework of the project GA/2019/13 Value orientation of customer segments in the Czech Republic, with the subsequent impact in the sphere of marketing communications.

3 Survey

Authors of the conference paper decided to carry out a survey that would help to answer the fundamental research question. Research question:

- Is there any shift in cultural values of the Czech population in the last decade which should be taken into account as one of the factors when formulating the creative advertising strategy?

The aim of this survey was both to answer the research question and if the answer to the research question is yes, then there is a need for further robust research mapping the current state and progress in the past decade in the sphere of value types. This also includes definition of the impact of the changes on cultural segmentation in terms of choice of creative advertising strategy. The authors carried out the survey on a sample of 110 respondents where age groups and distribution by gender of them were proportionally presented. The survey used Schwartz standardized PVQ (Portrait Values Questionnaire questionnaire). We used the same procedures as in the original research, e.g. we compared ten value types with the average value of all ten value types (MRAT – Medium Rating). At the same time is evident that these above-average assessed value types which play in the lives and motivations of respondents more important role than the value types which are evaluated as average or even below average. We have identified lower and higher value of particular value types than the calculated MRAT even in particular segments (age, sex, education). The results have been transformed into a suitable use appeals then.

4 Results and Discussion

The survey proved that value type success, power and conformity, both 12 years ago, and now play in the lives of Czechs rather less important role. This fact, however, can no longer be fully applied to young people. It sounds really interesting, that the value type of tradition plays more important role among males and young people than among women and the elderly. In the original study, we observed in age segment the opposite results. Very interesting shift was recorded in the value type of hedonism, where we came again to opposite results from the original research. The cause can be found in the fact that 12 years ago the society began to feel strongly impact of the global crisis that affected significantly Czech society. People felt uncertain, they limited their consumption and

prepared themselves for bad times to come. Currently, probably ends in the Czech society 6 years of very strong economic boom, virtually full employment, premium increases of pensions and wages, welfare is driven mainly by strong household demand. Compared to the original research began to grow in importance value type of stimulation, especially among young people and women. The only segment where the value type plays unimportant role are seniors. Conversely, the value type security plays an important role in the case of elderly people and women, minor role security value type plays in the lives of young people. We present mentioned changes and shifts in Fig. 2 where are graphically illustrated the outputs of original research and also in Table 2 with the results of a new survey.

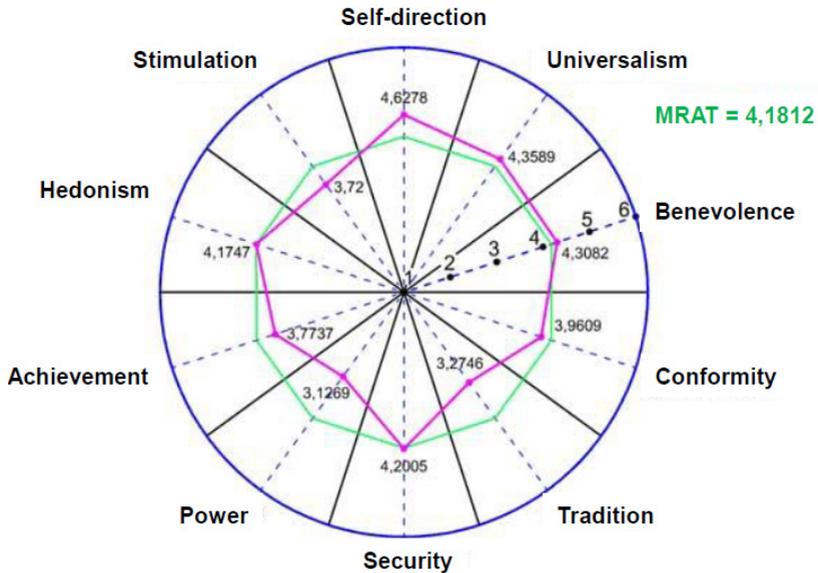


Figure 2: Original results of 2007 research

Source: ROUBALÍKOVÁ, J.: Hodnotová orientace obyvatel České republiky a její vliv na tvorbu reklamních apelů. In SVĚTLÍK, J. et al. (eds.): *Cultural aspects of Czech and European advertising*. Prague : Professional Publishing, 2008, p. 26.

Table 2: Result of 2019 survey

Value type	Czechia MRAT = 4	20 MRAT = 3,98	55 + MRAT = 3,93	Men MRAT = 4	Women MRAT = 3,95
Conformity	3,61	3,24	3,63	3,54	3,56
Tradition	4,17	3,92	3,68	4,85	3,07
Benevolence	4,63	4,98	4,56	4,67	4,64
Universalism	4,53	4,45	4,29	4,45	4,53
Self-direction	4,7	4,78	4,62	4,76	4,68
Stimulation	4,0	4,34	3,56	4,11	4,0
Hedonism	4,26	4,27	4,37	4,33	4,27
Achievement	3,51	3,90	3,75	3,77	3,51
Power	3,77	3,66	4,0	3,73	3,77
Security	4,2	3,92	4,5	4,01	4,14

Source: Own processing

Advertising strategy means choice from a range of possible alternatives. Often there is no single right way, but there is in set conditions the best way. Creative strategy followed corporate communication strategy. Communication strategy based on marketing strategy gives advertising necessary guideline. But another important step for the success of advertising is its creative solutions that life to advertising message. Among the particular parts of the creative advertising strategy advertising appeals represents probably one of the most important. Based on the findings of the survey results (see Table 1) we chose the value types that proved (compared to the MRAT – medium rating) in particular segments the highest value. These value types have been transformed into suitable advertising appeals. Research has shown, among other things, how profoundly different values types may be recognized and accepted by young people and the elderly, there are differences in the types of value for men and women, people with primary and tertiary education, and actually these differences should be reflected in the advertising appeals suitable for different target groups. We propose in Table 3 appropriate advertising appeals based on the original and the new survey carried out by the authors of conference papers.

Table 3: Draft of advertising appeals based on culture types of the Czech population

Appeals	Czechia	-20	55 +	men	women
1. Beautiful	0	0	0		0
2. Economical					
3. Luxurious	0	0	0		0
4. Unique	0	0	0	0	0
5. Popular	0		0	0	0
6. Traditional		0			0
7. Modern		0			
8. Organic	0	0	0	0	0
9. Wise	0	0	0	0	0
10. Magic		0			
11. Productive		0			
12. Relax	0	0	0	0	0
13. Mature		0			0
14. Young		0			0
15. Security	0		0		0
16. Adventure		0		0	
17. Sex		0			0
18. Independence	0	0	0	0	0
19. Status			0		
20. Affiliates	0	0	0	0	0
21. Charity	0	0	0	0	0
22. Family	0		0	0	0
23. Patriotic			0	0	
24. Health			0		0
30. Cleanliness			0		0

Source: Own processing

The research focused on the value orientation of the Czech population only, completely overlooked the other important factors affecting the choice of suitable advertising appeals, such as product category and its use, lifestyle, belonging to some social class etc. The above simplification would result in that some, no doubt strong advertising appeals from the culture point of view. However, questioned that, for example in the cosmetics, clothes for women is very strong appeal beautiful, in the case of men they can be strongly influenced by the product category as such. Beer appeals tradition, patriotism or affiliates. This simplification on the other hand makes it easier to express both the strength and importance of the cultural values specific to the Czech population and also capture differences in cultural values (and subsequent appeals in advertising) that within the Czech population depends on age, sex or education. Research has also demonstrated the need for segmentation of target groups, depending on the cultural factors affecting the execution of advertising strategy. Identified advertising appeals for Czechia represents only average values and they greatly differ in individual segments. This is more or less confirmed by the results of other sociological researches carried out recently in the Czech Republic, which talks about large shift of values of the young generation after 1989 when compared to the middle and older generations as well as the division of society into six social classes. To better reflect the cultural aspects of Czech advertising is necessary to analyze other elements of advertising creative strategy (appeals, information content, format and design) in the case of selected product categories.

In conclusion we can declare that the survey results responded positively to the research question and more or less confirm it. This does not mean that these conclusions are final and cut and dried. Vice versa, for valid results it will be necessary to carry out extensive and robust research which would concentrate on the shift of cultural values of the Czech population and on its impact on the creative advertising strategy. Other important factors (social class, education, lifestyle etc.) must also be taken into account. A positive answer to the research question represents only a starting point for further research in this area. Presented conference paper is one of the outputs of the project GA/2019/13 Value orientation of customer segments in the Czech Republic, with the subsequent impact in the sphere of marketing communications.

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Contact data:

prof. Ing. Jaroslav Světlík, Ph.D.
University of Entrepreneurship and Law a. s.
Michálkovická 1810/181
710 00 Ostrava – Slezská Ostrava
CZECH REPUBLIC
jaroslav.svetlik@vspp.cz

PhDr. Ivana Bulanda, Ph.D.
University of Entrepreneurship and Law a. s.
Michálkovická 1810/181
710 00 Ostrava – Slezská Ostrava
CZECH REPUBLIC
ivana.bulanda@vspp.cz

CRISIS COMMUNICATION IN THE CREATIVE INDUSTRIES AND ITS STAFFING

Veronika Szabóová

Abstract

This paper deals with crisis communication in the creative industries, i.e. in the management of advertising agencies, which represent a significant segment in this sector. Based on the review of literature and practical experience, the author assumes that the actual crisis communication in the advertising agencies significantly differs from the definitions and laws in the scientific literature, the authors of which support their arguments with the examples from corporations that focus on the consumer market, or examples of communication in the field of political marketing. This paper, which covers the partial findings of the research activities stemming from the author's dissertation thesis, is devoted especially to staffing and material and administrative support and the differences and common features relating to the creative industries in the commercial business sector. First, the paper defines crisis communication and its position in marketing communication, it defined the term "creative industries" and establishes new theories whose aim is to create a more detailed and more specific profile of crisis communication applicable to the creative market segments.

Key words:

Advertising Agency. Creative Industries. Crisis Communication. Crisis Planning. Spokesperson.

Introduction

We dealt with crisis communication in the past when we approached it from the perspective of educational institutions, particularly crisis communication on university campuses. However, we felt the need to move this issue closer to the field of marketing communication and advertising, and for this reason, we shifted our focus to optimize the communication processes in the advertising agencies being the representative bodies of the creative industries. This paper brings together some partial research findings from the author's dissertation thesis, which is currently under preparation and focuses on the crisis communication as a PR strategy in the creative industries, namely advertising agencies, with the aim to optimize the communication processes in crisis management. The aim of author's dissertation thesis is to verify whether the preemptive measures, i.e. active use of tools and procedures (e.g. monitoring, polling, and identifying potential risks, development of crisis communication

plans) reduce the incidence of crises and/or contribute to a more efficient crisis management in the advertising agencies. The aim of this paper is to define the characteristics of crisis communication in the creative industries, which we have collected in the 1st phase of our research, and which form part of the partial results defining the studied phenomenon in the creative sphere.

1 Crisis Communication and Its Current Status in the Examined Context

Due to the apparent closeness to the study program of Marketing communication and Advertising, we consider it important to explicitly define and delimit crisis communication in the marketing communication theory. Since the objective of crisis communication is to communicate in favor of the affected companies, institutions, advertising agencies, etc. in the event of an emergency, i.e. to protect the reputation of the agency, eliminate the damage to its reputation and restore the favorable status of the agency, in which it can thrive and fully meet the client's requirements, it is more than clear which marketing communication tool it belongs to. Does it belong to advertising, direct marketing, personal selling, public relations or sales support? The answer is PR – the principle of which is *“to build a standing relationship with the various members of the corporate public by means of positive publicity, create a positive company image, defend against negative information about the company and organize various events”*¹. According to Hesková and Štrachoně², PR as a tool of marketing communication can be divided into several activities: *creation of corporate identity* (corporate identity consists of philosophy, culture, personality and design), *lobbying* (enforcement of something with an attempt to influence someone through argumentation; lobbying is an effort to persuade the legislators about the interests of individual organizations and pressure groups), *information about products* (attempt to establish a positive relation of both regular and potential customers to the company), *social communication*, focused on social responsibility and sustainable development, *sponsorship* and *support for changes in the company* (focused and targeted promotion of innovative processes through communication) and *crisis communication*, which is under

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- 1 KOTLER, P., ARMSTRONG, G.: *Marketing*. Prague : Grada Publishing a.s., 2004, p. 677.
 - 2 HESKOVÁ, M., ŠTRACHOŇ, P.: *Marketingová komunikace a moderní trendy v marketingu*. Prague : Oeconomica, 2009, p. 180.

consideration in our work, i.e. solution of problems under time pressure. This communication belongs to negative publicity and it can significantly affect the public confidence in the company.

Crisis communication as one of the key activities of public relations is a broad issue and it was analyzed by several authors such as Coombs³, Heath and O'Hair⁴, Czech authors such as Vymětal⁵ in his publication *Crisis Communication and Risk Communication* and Chalupa⁶, who in his monograph generally focuses on effective crisis communication beneficial for all PR managers, or Bednár⁷ who focuses exclusively on crisis communication with the media – the so-called crisis media communication. By having studied dozens of scholarly publications, scientific articles and studies, we conclude that these sources describe and define the theoretical patterns and contexts relating to crisis communication, i.e. they define crisis communication as a concept, divide it into categories, define its objectives, principles and rules for it to be effective, and specify when it is effective. The scientific and expert sources classify the different strategies, models and theories of crisis communication, describe its process with attention being paid to the period before a crisis and crisis planning – exactly as detailed above in the theoretical section. However, we must conclude that the authors demonstrate the principles of crisis communication primarily on the examples of crisis management in the companies from the business sector, especially pharmaceutical, chemical, mining, financial and food, and from the field of political marketing and/or field of activity and communication of the political actors (policy, department/ministry, political party, etc.)^{8 9} and crisis communication is always automatically

3 See also: COOMBS, W. T.: *Ongoing crisis communication: planning, managing, and responding*. Los Angeles : SAGE Publishing, 2015.

4 For more information, see: HEATH, R., O'HAIR, D.: *Handbook of Risk and Crisis Communication*. London : Routledge, 2010.

5 See also: VYMĚTAL, Š.: *Krizová komunikace a komunikace rizika*. Prague : Grada Publishing a.s., 2009.

6 For more information, see: CHALUPA, R.: *Efektivní krizová komunikace pro všechny manažery a PR specialisty*. Prague : Grada Publishing a.s., 2012.

7 See also: BEDNÁŘ, V.: *Krizová komunikace s médii*. Prague : Grada Publishing a.s., 2012.

8 CHALUPA, R.: *Efektivní krizová komunikace pro všechny manažery a PR specialisty*. Prague : Grada Publishing a.s., 2012, p. 26-28.

9 COOMBS, W. T., HOLLADAY, S. J.: *The Handbook of Crisis Communication*. Hoboken : Wiley – Blackwell, 2010, p. 18.

linked with crisis media communication, thus envisaging the media coverage of the company/entity crisis, and for this reason, the defined policies and procedures include the advice on how to communicate with the media especially through a competent press secretary, which is, for example, summarized by the statement *"...In the formation of a crisis scenario, the spokesperson should be assisted by competent persons from various corporate departments that have the a greater insight into the risks directly related to their job descriptions"*¹⁰.

It follows that the presence of a spokesperson in the company is a necessity. Another statement implies the following: *"The main components of the plan include the previously prepared press releases, determining the problematic issues that may be raised by the journalists as well as the formulation of the most appropriate answers to them."*¹¹ or *"Crisis communication focuses on solving the media problem"*¹². However, are these recommendations and procedures relevant, useful and applicable to the companies in the creative industries, which include advertising agencies, marketing agencies, PR agencies, etc.? Our dissertation thesis also attempts to answer this question. We were searching for monographs, articles and papers in the scientific journals and databases that explicitly address crisis communication in the creative industries and/or advertising agencies, but we did not find any satisfactory results. After entering the keyword "crisis communication in advertising agency" into the Google search engine, we were presented with 40,800,000 results and we opened the links displayed on the first two pages with search results, only to discover that the articles were not dealing with crisis communication in advertising agencies but rather with crisis communication of particular brands or crisis communication in general. Two paid links were followed by 10 organic search results, the ninth of which directed us to a statement by Chris Moerdyk, a marketing analyst and former head of strategic planning and public relations for BMW South Africa, who has worked in various departments of creative and client service advertising agencies for 16 years: *"While I have a great respect for advertising agencies, they are not equipped in the field of*

10 FEARN-BANKS, K.: *Crisis communications: a casebook approach*. New York : Routledge, Taylor & Francis group, 2017, p. 301.

11 ANTHONISSEN, F. P.: *Crisis Communication: practical PR Strategies for Reputation Management & Company Survival*. London : Kogan Page Publishers, 2008, p. 41-42.

12 BEDNÁŘ, V.: *Krizová komunikace s médii*. Prague : Grada Publishing a.s., 2012, p. 52.

crisis communication and they lack the necessary skills or experience. To find an advertising agency that can deal with a crisis and conduct crisis communication is as naive as to think that fingers and toes are one and the same thing"¹³. He also claims that in the case of advertising agencies, the crisis communication is very specific. This statement reinforces our position, namely that crisis communication in the creative industries is different from crisis communication in corporate management, which was, however, used to establish the crisis communication theory.

2 Research Problem, Objective and Questions

Before stating the research problem, objective and research question, we need to define the term "creative industries" because we will be using this term to a significant extent. According to the Ministry of Culture, the term "creative industries" means those parts of the economy that create economic value based on the individual contribution of creative or artistic talents. This is a sector based on the appreciation of intellectual property, which may include creative industries such as architecture, design, film, music, but also the creation of computer games and advertising¹⁴. The whole area of creative industries is subdivided (see Table 1) into the cultural and creative sector.

Table 1: Sectors of creative industries

CREATIVE INDUSTRIES			
a) CULTURAL SECTOR			
Areas	Sectors	Subsectors	Characteristic
Key sectors of art	visual arts	crafts, painting, sculpture, photography	non-industrial activities prototypes and potentially copyright works as outputs
	artistic performances	theater, dance, circus, festivals	
	cultural heritage	museums, libraries, archaeological sites, archives	

13 MOERDYK, Ch.: *Crisis communications is a very specialised business.* [online]. [2019-08-20]. Available at: <<https://www.bizcommunity.com/Article/196/18/163597.html>>.

14 FRANKOVÁ, M.: *Kreativny priemysel.* [online]. [2019-08-20]. Available at: <<http://www.culture.gov.sk/posobnost-ministerstva/kreativny-priemysel-165.html>>.

Area 1: Cultural industries	film and video		industry activities aimed at mass reproduction outputs are based on the use of copyrighted content
	TV and radio broadcasting services		
	video games		
	music	music publishing market, live musical performances	
	books and magazines	publishing houses, magazines and print	
b) CREATIVE SECTOR			
Areas	Sectors	Subsectors	Characteristic
Area 2: Creative industries and activities	design	fashion design, graphic, interior and industrial design	activities are not necessarily industrial in nature and may include prototyping outputs are based on the use of objects of intellectual property rights (e.g. copyright works, designs, trademarks) use of creative skills and creative professionals from the area of arts is essential to the performance in non-arts sectors
	architecture		
	Commercial		
Area 3: Related industries	production of PCs, MP3 players, mobile phone industry etc.		This category is broad and cannot be defined with clear criteria. It includes many other economic sectors that depend on the previous areas.

Source: *The Economy of Culture in Europe*. 2006. [online]. [2019-07-11]. Available at: <https://ec.europa.eu/assets/eac/culture/library/studies/cultural-economy_en.pdf>.

In 2013 a feasibility study “Report on the status and potential of creative industries in Slovakia” was elaborated, which claims that the advertising industries in Slovakia consist of two basic components of the market cycle – communication market and media market. The first area includes standard communication agencies, which mainly deal with the creation of creative advertising ideas and their implementation, PR agencies, agencies dedicated to promotion and event marketing and production companies. The second area consists of the media agencies whose principal activity is the purchase of the media market. The structures in the advertising

industries have emerged in several phases since 1989. While the original "advertising" agencies were almost exclusively integrated and covered the full cycle of creation, production and placement of advertising, later developments gave rise to the segmentation of individual activities thanks to the rapid market growth. The current trend is to head back to a moderate degree of integration, especially in the communication agencies, which is due to both the decreasing turnover and efforts to better target the multi-genre campaigns.¹⁵ Based on the above initial situation, the research problem, i.e. the problem that needs a solution, revolves around the nature of crisis communication in the advertising agencies, which are an integral part of creative industries. Therefore, we want to know which hallmarks are significant and characteristic of crisis communication and play an important role in the creative industries – is it the spokesperson, preventive steps, building the relations with the media etc.? Our motivation is to contribute to the optimization of communication processes in crisis management in the creative sector, which is part of creative industries. *The aim of the 1st phase of our research, i.e. the research whose partial results are presented in this paper, is to define the characteristics of crisis communication in the creative industries.* The research concerning the examined aspects, phenomena and processes can be formulated as follows: *"Is it possible to identify the relevant crisis communication staffing, which is described in expert literature in the context of corporate crisis management, even in the companies active in the creative industries?"*

3 Characteristics of the Research Set and Research Methods

The 1st phase of research in the forthcoming dissertation, whose aim is to identify the character and nature of crisis communication in the context of the creative industries, was carried out on the sample set, which we compiled through deliberate selection; i.e. we have set the selection criteria relevant to our research and respondents who are actively working in the creative industries. We sent the request to take part in our research to 44 individuals who meet this criterion and work in the relevant positions in the 11 member agencies (Apple Pie Advertising, Effectivity, Elite Solutions, s.r.o., Istropolitana Oglivy, JANDL, marketing a reklama, s. r. o., MullenLowe G&K, MADE BY VACULIK, MUW SAATCHI & SAATCHI, Respect APP, TRIAD Advertising, Wiktor Leo Burnett, s.r.o. and Zaragoza)

15 LIPNICKÁ, P. et al.: *Správa o stave a potenciáli kreatívneho priemyslu na Slovensku. 2013.* [online]. [2019-08-20]. Available at: <<http://www.culture.gov.sk/posobnost-ministerstva/kreativny-priemysel-165.html>>.

in the Club of Advertising agencies of Slovakia (KRAS), a representative organization whose members include the most successful and productive advertising agencies on the Slovak market. The main mission of the Club is to increase the level of Slovak advertising and marketing communication so that it becomes an integral part of the market economy through constant contributions. Since 1993, KRAS has been a full member of EACA – European Association of communication Agencies based in Brussels. We approached 4 individuals in every member agency – one person in the leading position and three other employees, and our selection was carried out randomly, relying on the database of personal profiles on the professional social network LinkedIn. The return rate of the questionnaire, which was created by means of an online tool hosted by Google, was 47.7%, i.e. the experiences, opinions and insights were shared by 21 people employed in the creative industries, with 62% of them in a management position in the said agencies. We used a mixed strategy, simultaneous combinations, namely the QUAL+quan scheme (according to Hendl¹⁶). The data were collected through qualitative questioning; the questionnaire reflecting the aims and objectives of basic research contained 27 items and it was topically divided into 6 sections, including the information about the respondent and the agency (4 items), a section dedicated to the definition of crisis (11), staffing of crisis communication (5), material (6) and administrative support (1) and finally 2 items for possible future cooperation. The items were formulated in a way to capture the character and map the status of crisis management in an advertising agency in a greater detail in order to collect rich and saturated data.

4 Interpretation of Results from the First Year

4.1 Staffing of Crisis Communication in an Advertising Agency

We should note that the crisis management position is of utmost importance – the crisis might (or might not) be caused by the human factor, but it can only be resolved by man. Even Coombs¹⁷ clearly states that the first step in drawing up the communication plan as an important tool of preemptive actions in crisis management, is the creation of a crisis communications team (see Fig. 1), which is made up of people.

16 See also: HENDL, J.: *Kvalitativní výzkum : základní metody a aplikace*. Prague : Portál, 2005.

17 See also: COOMBS, W. T., HOLLADAY, S. J.: *The Handbook of Crisis Communication*. Hoboken : Wiley –Blackwell, 2010.

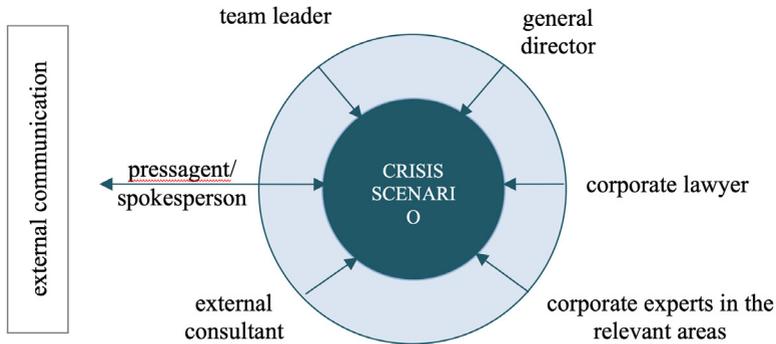


Figure 1: Crisis communications team

Source: CHALUPA, R.: *Efektivní krizová komunikace pro všechny manažery a PR specialisty*. Prague : Grada Publishing a.s., 2012, p. 85.

A timely establishment of the crisis communications team is an important prerequisite for a successful handling of the crisis. It is recommended to establish the team in the times of peace to create the team spirit and accurately define the allocated responsibilities. Each crisis unit should have a clearly defined leader who should be a strong personality, able to enforce opinions and suggestions, and be connected both with the team leadership and team members. The theory says that for a sustainable crisis management, the companies should either form a long-term communications team or a team modified in accordance to the current projects and situations. Is this structure, however, also applicable to the creative sector? The data collected through basic research helped us create a crisis communication staffing profile in the advertising agencies. The fact that no rigid crisis communication management can be found in the segment of advertising agencies is evidenced by the results extracted from the item *"Who bears the responsibility for effective crisis communication and crisis management in your agency?"*, in which the respondents were asked to select several options that represented the various departments and/or organizational structures of the advertising agency: the Creative Department, Client Service (Account Department), Media Department, Public Relations Department, Strategic Planning Department, Desktop Publishing Department, Production Department, Economic Department, Senior Management of the Agency, "No one, we hire an external agency" or "Depending on the situation, relevant employees are elected" and "Other" for the respondent to add a completely different response than what is offered in the options.

A relatively high inconsistency of responses was observed (see Chart 1), which practically means that almost all agencies have different departments responsible for crisis communication. When compiling our questionnaire, we assumed that two departments would dominate: PR, because crisis communication falls within the domain of Public Relations, and Account Department (client service) due to the reliance on their own experience and knowledge of the environment of advertising agencies since an Account Manager stands between the agency and the clients and communicates various conditions, requirements, complications, changes etc. to satisfy both sides. Even this area implies a kind of parallel or overlap with the position of the spokesperson, who is significantly mentioned in the theory of crisis communication as a mediator between the represented entity and the public, typically the media.

Which department covers crisis communication in an advertising agency?

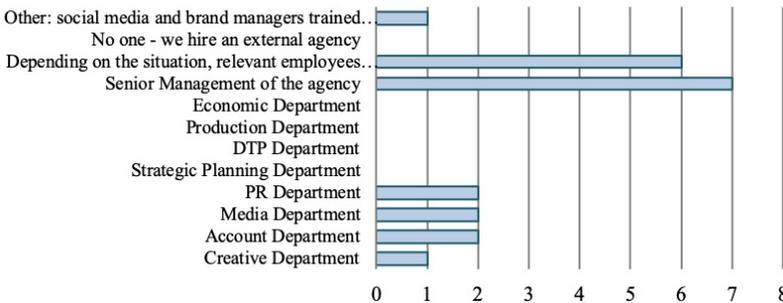


Chart 1: Departments (not) covering crisis communication in the creative industries

Source: Own processing

However, is the spokesperson relevant in the environment of creative industries? Up to 81% of the respondents claim that this is not the case: there is no spokesperson position in their agency, or they are not aware of the existence of such a position. Another important question is whether communication and media relations is of primary importance in the creative industries? According to the results of our investigation, the theory of crisis communication, which most often deals with building the “company - spokesperson - journalist” relationship, should be correct to “agency - client”. This means that in the case of advertising agencies, the primary focus is on building good relations with the clients (see Chart 2). Moreover, as can be seen in Figure 2, media relations are considered the

least important and they are not given significant importance. And so, as demonstrated by our research, the crisis communication competence is most often offset to senior management of the agency (33%), i.e. it is in the hands of the people in the leading positions; followed by case-to-case allocation of this responsibility to specific individuals (29%). Based on the literature and the description of the communications team, the team includes a person from senior management and those with relevant expertise in the situation. However, is the communications team also typical for the segment observed in our research, i.e. advertising agencies?

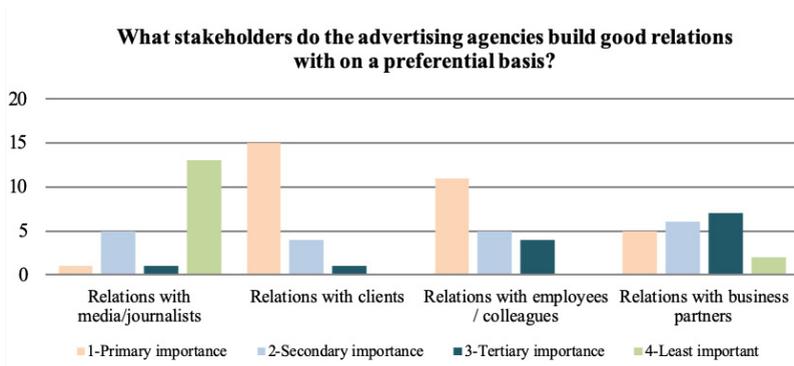


Chart 2: What stakeholders do the advertising agencies build good relations with on a preferential basis?

Source: Own processing

Based on the collected data, we conclude that 23.8% of the respondents claim that a communications team indeed exists in their agency. By data filtering, we noticed that this very group of respondents also claims that in an emergency or crisis, they communicate systematically implementing the tools of crisis management and not intuitively, and also that they apply precautionary and preemptive measures in order to avoid the crisis or manage it as efficiently as possible. The remainder of the respondents, namely those whose answer was "No communications team exists in our agency", also stated that crisis communication is in the hands of internal staff, but when asked "Who attends the courses/training sessions focused on crisis communication?", 81% of them responded "Nobody" (see Chart 3). This finding makes us ask the following question: if nobody from the agency participates in the crisis communication trainings, but crisis communication is conducted internally, i.e. by these very people, where

do they acquire the relevant knowledge and skills? It is expected that when dealing with crisis communication, they proceed intuitively. And another question may be asked: is this approach effective? This fact will be verified in our future scientific research.

Who in the agency attends the courses/training sessions focused on crisis communication?

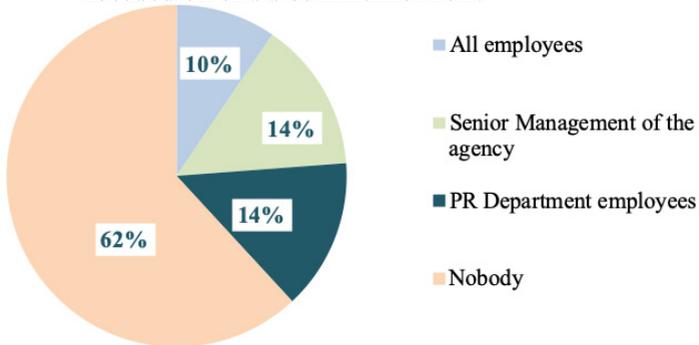


Chart 3: Who in the agency attends the courses/training sessions focused on crisis communication?

Source: Own processing

In retrospect, we have to admit that our questionnaire had its limits: we indeed asked about the existence of a communications team in the respondent’s agency, but we did not define what a communications team is according to the theory, and/or we did not give the respondents an opportunity to describe the communications team in their agency, which would allow us to better define this phenomenon in the creative sector and compare it with the theory, which forms the basis of our research. If we talk about staffing, it is important to define whether the crisis communication is conducted by internal staff, i.e. directly by the employees of the agency, or whether it hires a PR agency or other external agencies to manage the crisis communication. The answer to this question has already been outlined above, however, we would like to provide a more detailed information at this point: with the exception of one respondent, a whopping 95.2% of the respondents confirmed that emergency communication is conducted by the agency staff, and only in 9.5% of the cases the agency had a standalone function/person directly responsible for crisis communication. Otherwise, the dominant opinion is that the handling of crisis communication is assigned as an

additional responsibility to some of the existing positions/employees, i.e. some job positions in the agency have a secondary responsibility for crisis communication. And building on the results from the departments of the advertising agency, these findings can be linked: this very fact is the reason for such a diverse and wide range of answers, which was demonstrated in the responses regarding the department responsible for crisis communication (see Chart 1).

- **Summary: Response to Research Question 1:** - *"Can the relevant crisis communication positions, which are described in expert literature in the context of corporate crisis management, be also found in the companies active in the creative industries?"*

The crisis communication positions in the companies from the creative sector, which includes the advertising agencies, have no rigid and clearly identifiable structure, and so it is not possible to apply the corporate crisis management theory to them in its entirety. In an advertising agency, the care for crisis communication is not strictly assigned to a certain job position (the function of a speaker/spokesperson is rare) or department. Crisis communication is conducted by internal employees and not by external professional agencies, there is no training on crisis communication, and the communication is generally intuitive without the use of relevant instruments. The responsibility for the tasks and actions relating to crisis management and crisis communication is most often vested in the different individuals who are elected on a case-to-case basis, the people running the company and people working at the PR Department.

4.2 Material and Administrative Support for Crisis Communication in the Creative Sector

If the structure of this work followed the ways crisis management is portrayed in the scientific literature, staffing (being the first step in a crisis manual) should be followed by the creation of instruments for crisis communication, which is part of material support, and which continuously builds on and relates to the administrative support for crisis communication in the agency. Our questionnaire includes an item whose aim is to determine the extent of use of the instruments of crisis communication, but only those that are necessary in the preemptive steps because the intention of our planned applied research is closely connected with prevention as a fundamental pillar of the optimization

processes in crisis management. Therefore, the instruments that are already actively used in a crisis were not included in the questionnaire. For a clear overview of the said classification, the individual tools and procedures are presented in the following table (see Table 2).

Table 2: Crisis communication tools with respect to the crisis phase

CRISIS COMMUNICATION TOOLS		
BEFORE CRISIS	DURING CRISIS	
<i>Aim: Avoid crisis</i>	<i>Aim: Resolve the crisis with as little damage as possible</i>	
Crisis communication plan	Direct	Indirect
Crisis audit (identification of problematic issues)	Press release/statement	Guerilla
Media monitoring	Press Conference	Minor social movements
Public opinion polling	Crisis advertising	Informal communication with journalists and media
Trained crisis committee	Media lobbying (official; publicly admitted)	
Creation of a crisis manual/scenario	Auspices by authorities in the media	
	Direct media space in the media	
	Pursuit of social activation to support the organization	
	Concentration, distraction or externalization of problem sources	

Source: RIEČANSKÁ, J., RÉVAYOVÁ, M.: *Grayling – Prepare. Respond. Recover.* [online]. [2019-07-11]. Available at: <http://www.amcham.sk/events/2679_workshop>; See also: CHUDINOVÁ, E., TUŠER, A.: *Kompetentný hovorca*. Žilina : Eurokódex, 2013.

Since our attention was paid to crisis communication particularly in the segment of creative industries, we also wanted to map the area of material support in these contexts. The answers to the question “*Do you use some of the following steps and tools? If so, which?*” show that up to 47.6% of the surveyed respondents and their employing agencies do not use any of the preemptive tools and steps. However, if some of the tools are used in an advertising agency, the most frequent are media monitoring and preparation of the crisis communication plan (see Chart 4).

Prevention tools and their representation in crisis management in the creative industries

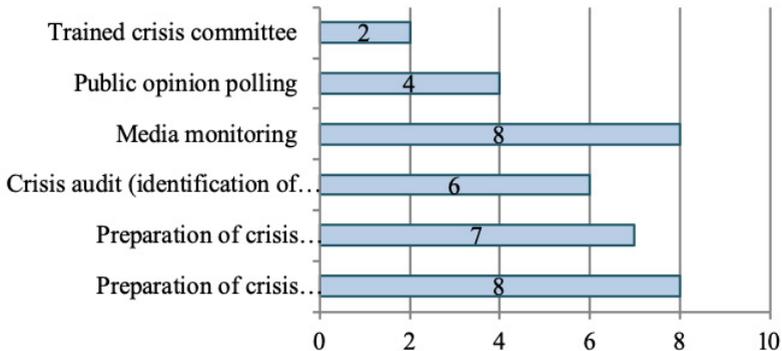


Chart 4 Representation of the prevention tools in crisis management in the creative industries

Source: Own processing

When interpreting these results, we deemed it appropriate to ask a supplementary question: does the media monitoring also cover the articles, reviews, videos about your company, i.e. the agency, or is media monitoring carried out for a particular client whose campaigns the agency is currently working on. What we do know is that the instruments to monitor the mentions of the agency, such as Google Alerts (free service used for the detection and notification of content changes offered by the Google search engine), are only used by 28.6% of the respondents. To map the basic level of prevention and attitudes to preemptive measures, we asked the following question: *“Do you use preemptive measures in your agency in order to prevent a crisis and/or manage it more effectively?”*, and we note that 23.8% of the respondents had no knowledge of such actions, however, according to the statements of those who have the relevant knowledge, preemptive measures were used in 61.9% of the cases and these respondents also agreed with the view that a crisis can be better managed with the use of preemptive tools of crisis management, i.e. with only minimal damage. There was no unanimous response to the second statement, and only 69.2 % of the respondents agreed that the incidence of crises in the agency lowered after they started implementing the preemptive measures. Yet again, the research might be extended in this area to describe the specific preemptive measures as closely as possible. As indicated in the introduction to this subchapter, material support is closely related to administrative support, for example, keeping track of

the crises is an important administrative activity because it helps in the formation of more efficient and better crisis scenarios. When we know the steps we took in the past crises of a similar nature and their success/failure rate, we can flexibly adapt and adjust the relevant tools depending on the lessons learned. However, the first phase of research showed that only 19 % of the respondents from the sector of advertising agencies recorded their past crises.

Conclusion

Our aim was to verify whether the recommendations and practices introduced by the authors of expert literature on crisis communication in the business sector and political communication are relevant, useful and applicable to the creative industries, which include advertising agencies, marketing agencies, PR agencies etc. We first reviewed the available monographs, articles and papers published in the scientific journals and databases that explicitly address crisis communication in the creative industries and/or advertising agencies, but we did not find any satisfactory results. We found Chris Moerdyk's (an expert in crisis communication) statement saying that in the case of advertising agencies, crisis communication is very specific. At this stage, we reinforced our assumptions that crisis communication in the creative industries is different from crisis communication in the corporate environment, which was, however, used to establish the crisis communication theory. We have formulated several research questions within the planning and creation stage of the author's dissertation thesis, however, this paper was only focused on one of them, which covers staffing, material and administrative support. The analyzed data collected in our research showed differences in staffing and material/administrative support of crisis communication in the creative industries compared to the information provided in the literature. Perhaps the most striking difference is the relationship between theory and practice: expert literature says that crisis communication should be systematic and conducted by trained staff/communications team relying on the manuals, scenarios etc., however, the actual situation in the advertising agencies suggests otherwise: crisis communication is intuitive and there is no standalone department or position with a sole responsibility for crisis communication. It is provided for internally, on a case-to-case basis, and by untrained employees.

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Contact data:

Mgr. Veronika Szabóová

Constantine the Philosopher University in Nitra

Faculty of Arts

Štefánikova 67

949 74 Nitra

SLOVAK REPUBLIC

veronika.szaboova@ukf.sk

SPONSORSHIP OF EUROPEAN PROFESSIONAL FOOTBALL CLUBS

Jan Šíma

Abstract

The paper seeks to analyse revenues from sponsorship and other commercial activities in European professional football clubs. It investigates in detail the three most important areas of sponsorship in the professional football environment. For the sake of simplicity these are referred to as: *naming rights*, *kit manufacturer*, and *shirt sponsor*. Not only does this paper deal with the definition of the three most important types of partnership between sponsors and professional football clubs, it also presents specific contracts by and between sponsors and top professional football clubs in Europe. In addition to sponsorship, attention is also focused on other commercial revenues of professional football clubs generated mainly from merchandising which is closely connected to sponsorship. Even though *online presentation* is an important factor in communication with their fans, sponsorship is carried out mainly through *offline presentation* in the practice of professional football clubs. Only a club with a broad fan base succeeds in attracting prominent sponsors. In terms of total sponsorship and commercial revenues, the English Premier League and German Bundesliga clubs are the most successful as they generate more than 60 million euros per club per year.

Key words:

Kit Manufacturer. Merchandising. Naming Rights. Offline Presentation. Online Presentation. Shirt Sponsor.

Introduction

Sponsorship is defined as "a cash or in-kind fee paid to a property rights holder (typically in sports, arts, entertainment, or causes) in return for access to the exploitable commercial potential of that property"¹. It is a communication tool by means of which a sponsor helps a sponsored party to achieve their economic objectives and a sponsored party, in exchange, makes it possible for a sponsor to achieve their marketing objectives². Sports sponsorship is a specific activity performed by an

1 *Sponsorship Report: Signs Point to Healthy Sponsorship Spending in 2018*. [online]. [2019-09-25]. Available at: <<http://www.sponsorship.com/Report/2018/01/08/Signs-Point-To-Healthy-Sponsorship-Spending-In-201.aspx>>.

2 DE PELSMACKER, P., GEUENS, M., VAN DEN BERGH, J.: *Marketingová komunikace*. Prague : Grada Publishing a.s., 2003, p. 584.

organisation in order to find a business partner who will provide the organisation with financial, material and other resources in return for a certain consideration, most often in the form of promotion³. Hansen and Scotwin⁴ emphasise the two-sidedness of sponsorship. On the one hand, sponsorship is a communication activity, on the other hand, it is a financial act comprising payments to sponsored parties. Thwaites⁵ says that sponsorship buys and benefits from the connection with an event, team, band, etc. for specific marketing communication goals. Obviously, sponsorship plays an important role both for the sponsored party and for the company which decides to be a sponsor. It is important to match the target groups of the company with the target groups of the sponsored party. Also, Čáslavová⁶ emphasizes that two aspects that should be taken into consideration. One refers to the sponsor's point of view while the other refers to the sponsored party's point of view. The sponsor should bear in mind the reasons for supporting a certain club. The sponsored party should know where and how to find sponsors and what to offer them for their cooperation. The reason why it is sport in particular that makes this environment so attractive for sponsors is, according to Bennett⁷, the fact that sports sponsorship not only improves the company and brand awareness, but it also broadens the fans' perception of the uses and suitability of the sponsors' products.

1 Methods

The purpose of our paper is to identify the football professional clubs' main domains of sponsoring. To achieve this, the parts of the Union of European Football Associations (UEFA) reports describing sponsorship and commercial revenues, were analysed. Other sources of data included

3 FORTUNATO, J. A.: *Sports sponsorship: Principles and practices*. London : McFarland, 2013, p. 228.

4 HANSEN, F., SCOTWIN, L.: An experimental enquiry into sponsoring: What effects can be measured? In *Marketing and Research Today*, 1995, Vol. 23, No. 3, p. 175.

5 THWAITES, D.: Professional football sponsorship—profitable or profligate? In *International Journal of Advertising*, 1995, Vol. 14, No. 2, p. 150.

6 ČÁSLAVOVÁ, E.: *Management a marketing sportu*. Prague : Olympia, 2009, p. 228.

7 BENNETT, R.: Sports sponsorship, spectator recall and false consensus. In *European Journal of Marketing*, 1999, Vol. 33, No. 3, p. 294.

specialised websites with specific statistics about major sponsorship contracts between multinational companies and elite football clubs. Two comparative studies were performed. The first one compared sponsorship and commercial revenues between the major leagues in Europe. The main focus was directed to the percentage of total revenues, underlying growth and club average. The second study compared the sponsoring revenues in the years 2008 and 2017. In order to use an appropriate data interpretation, a review of scientific literature regarding commercial revenues of football leagues was performed.

2 Main Areas of Sponsorship in the Professional Football Environment

In the professional football environment, the main directions of sponsorship can be identified in the following domains:

1. "Naming rights" – the right to name tangible or intangible assets;
2. "Kit manufacturer" – cooperation with the manufacturer of jerseys and equipment;
3. "Shirt sponsor" – traditional sponsorship focused on the general sponsor.

Even though the labels used for the main areas are rather simplistic, they include the three most significant types of partnership between sponsors and professional football clubs. All these three types of partnership are based on an *offline presentation* of an advertising slogan, logo, or name of the sponsoring company. In addition to a general sponsor, the name of which is shown by 88% of first league clubs in Europe on the front of their shirts, clubs also have other partners. Some of them are given an opportunity to place their names on other parts of the club shirt (so called "sleeve sponsor"). All clubs have contracts for cooperation with a kit manufacturer, while the "naming rights", the right to name the stadium sold to a sponsor, are utilized by as few as one quarter of the clubs in Europe⁸.

8 *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2016.* [online]. [2019-09-12]. Available at: <https://ru.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/53/00/22/2530022_DOWNLOAD.pdf>.



Picture 1: Percentages of types of sponsorship

Source: *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2016*. [online]. [2019-09-12]. Available at: <https://ru.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/53/00/22/2530022_DOWNLOAD.pdf>.

Naming rights, as opposed to other sports, are utilized by football clubs almost solely to name their football stadiums. Revenues from this partnership differ significantly in different European countries within the same competition. The most significant revenues from selling the naming rights are brought in to clubs in England; the highest contract (worth 30 million pounds per year) was signed by and between Arsenal and Emirates⁹. Amounts higher than those generated from naming rights are revenues ensured to European clubs by contracts with kit manufacturers. This form of cooperation constitutes by far the biggest part of sponsorship funds mainly for the elite clubs in Europe. According to Hofer¹⁰, the ten most popular European clubs generated three times more of these revenues in 2017 than in 2012. As shown in Table 1, the German company Adidas will, each year until 2024, pay 140 million euros to Spanish Real Madrid, which is the biggest contract in sports history in the world¹¹. Also, the contract between American Nike and FC

9 BERNARDINI, S.: *Stadiums, naming rights, and sponsorship deals. The Premier League rules in these businesses*. [online]. [2019-09-20]. Available at: <<http://en.calcioefinanza.com/2017/01/05/stadiums-naming-rights-sponsorship-deals-premier-league-rules-businesses/>>.

10 HOFER, J.: *Adidas, Nike and Puma vie for top soccer clubs*. [online]. [2019-09-15]. Available at: <<https://global.handelsblatt.com/companies/top-sports-suppliers-vy-for-top-soccer-clubs-860794>>.

11 Ibidem.

Barcelona exceeds 100 million per year. The table makes it obvious that the contracts are signed for relatively long periods of time and, with the exception of Arsenal players who will be clothed by Adidas starting from the 2018/2019 season, their duration is at least 5 years.

Table 1: The most significant contracts between European football clubs and kit manufacturers

Club	Kit Manufacturer	Contract Duration	Yearly Sum (m of €)
Real Madrid	Adidas	2024	140
Barcelona	Nike	2026	125
Manchester United	Adidas	2025	83.8
Chelsea	Nike	2032	67.1
Bayern München	Adidas	2030	60
Arsenal	Puma	2019	33.5
Tottenham Hotspur	Nike	2023	33.5
Liverpool	New balance	2025	31.3
Juventus	Adidas	2022	29.3
Paris Saint-Germain	Nike	2024	29

Source: HOFER, J.: *Adidas, Nike and Puma vie for top soccer clubs*. [online]. [2019-09-15]. Available at: <<https://global.handelsblatt.com/companies/top-sports-suppliers-vy-for-top-soccer-clubs-860794>>.

Across Europe, traditional contracts with sponsors whose names are presented by the partner club on shirts and other places in the stadium are the most frequent way of cooperation in sponsorship. In addition to the visibility of their sponsor's name and logo, clubs provide their sponsors with places in VIP sections, complimentary tickets, hospitality, parking facilities, and other services. There are many sorts of consideration and sponsors might not always seek to promote their visibility by advertising through sport. Having noted that, placement of the company name on shirts is the most profitable option now available to European professional clubs. Table 2 below shows the ten most significant contracts between professional clubs and their shirt sponsors. With a single exception, the list of clubs is the same as those ten clubs listed in the table summarizing the highest contracts with kit manufacturers.

Table 2: The most significant contracts between European football clubs and shirt sponsors

Club	Sponsor	Contract Duration	Yearly Sum (m of €)
Real Madrid	Fly Emirates	2022	83
Manchester United	Chevrolet	2021	80
Chelsea	Yokohama	2020	60
Barcelona	Rakuten	2021	58
Arsenal	Fly Emirates	2024	56.2
Manchester City	Etihad	2021	40
Tottenham Hotspur	AIA	2022	40
Liverpool	Standard Chartered	2019	40
Bayern München	Deutsche Telekom	2023	33.4
Paris Saint-Germain	Fly Emirates	2019	32

Source: *Costliest shirt sponsorship deals in European club football*. [online]. [2019-09-12]. Available at: <<https://www.insidesport.co/costliest-shirt-sponsorship-deals-ever-signed-european-club-football-0525042018/>>.

3 Revenues of Professional Football Clubs from Other Commercial Activities

Despite the fact that sponsorship occupies a pre-eminent position among commercial activities performed by professional football clubs, there are numerous other undertakings belonging to this domain. Okoronkwo¹² includes the following revenue categories:

- merchandising of goods and services;
- facility/key component design and branding catering/hospitality;
- retail;
- conference/banqueting;
- overseas tours;
- club broadcasting;
- various digital platforms.

12 OKORONKWO, S.: *Increasing Commercial Revenues for Football Clubs*. [online]. [2019-09-20]. Available at: <<http://capstonesport.com/increasing-commercial-revenues-for-football-clubs/>>.

Merchandising of club-related goods generates the highest revenues of all activities listed above. As for holders of globally renowned brands in the global market, revenues from merchandising produce a considerable income mainly for elite clubs and, therefore, sales of these products are supported by numerous marketing activities. A series of exhibition games in Asia or North America is an example of such activities. The purpose of sports merchandising, according to Liu¹³, is to convince fans from all over the world that being identified with the club by means of symbols is important. A jersey with a name of a player is the most important item in the club's merchandising. Information that proceeds from sales of shirts with the name of a star player may cover or even exceed the cost of buying such star player can be found in the media. Srivastava¹⁴ denies these assumptions and claims that proceeds from the sales of shirts bearing the name of a star player, no matter how famous the star player is, do not even cover that player's annual salary. To prove this, Srivastava¹⁵ presents an analysis of the Real Madrid Spanish football club that, in 2012, sold the highest number of shirts in the history of the club (1.6 million shirts) mainly due to the popularity of Cristiano Ronaldo. The price of one shirt is from 40 to 70 euros, the major part of which, however, goes to intermediaries and mainly to the kit manufacturer as has been described above. Based on Srivastava's¹⁶ estimate, the club receives approximately 12 euros from each shirt sold and the club's profit, thus, totals 19.2 million euros. In that year, Cristiano Ronaldo's salary was higher and the idea that only shirts bearing his name and not the names of other players were sold, is unrealistic. It should be born in mind that the marketing value of a player is not expressed only by the number of shirts sold bearing that player's name. The purchase of a football star increases the interest of sponsors, fans, and also TV channels. Again, Cristiano Ronaldo and his signing for Juventus in 2018 can serve as an example. According to Palička¹⁷, the marketing value of this transfer is worth billions.

13 LIU, J. P.: Sports merchandising, publicity rights, and the missing role of the sports fan. In *Boston College Law Review*, 2011, Vol. 52, No. 2, p. 493-516.

14 SRIVASTAVA, N.: *Analyzing the importance of shirt sales to a football club*. [online]. [2019-09-17]. Available at: <<https://www.sportskeeda.com/football/looking-importance-shirt-sales-club>>.

15 Ibidem.

16 Ibidem.

17 PALIČKA, J.: *Cristiano Ronaldo. Obchod, který mění fotbalové zvyklosti*. [online]. [2019-09-15]. Available at: <https://fotbal.idnes.cz/cristiano-ronaldo-juventus-turin-analyza-fi5-/fot_zahranici.aspx?c=A180716_211054_fot_zahranici_tof>.

4 Summary Statistics

Revenues from sponsorship and other commercial activities are financial resources, the volume of which has grown steeply in recent years. This is typical for the most popular football clubs in particular. According to the UEFA's Report¹⁸ a dozen clubs with the highest revenues from their commercial activities (including sponsorship) generated 805 million euros in 2008, which was 22% of the whole amount totalling 3.66 billion euros. In 2017, the revenues generated by the elite twelve reached 1.617 billion euros and the percentage grew to 39% of the total amount of 4.15 billion euros. The polarization of revenues from sponsorship and other commercial activities is clearly shown in Chart 1.

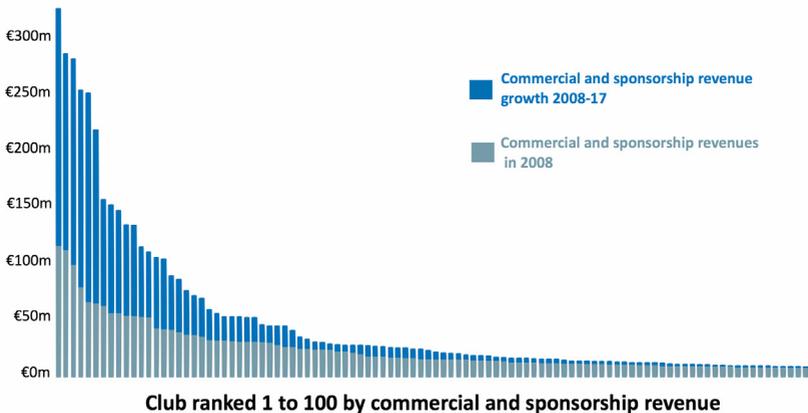


Chart 1: Polarization of revenues from sponsorship and commercial activities from 2008 to 2017

Source: *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2017*. [online]. [2019-09-12]. Available at: <https://pt.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/58/98/12/2589812_DOWNLOAD.pdf>.

The statistics suggest that the most significant sponsors who are willing to invest millions of euros are almost solely attracted by the top European clubs. The first 12 clubs received 39% of all sponsorship revenues while

18 *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2017*. [online]. [2019-09-12]. Available at: <https://pt.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/58/98/12/2589812_DOWNLOAD.pdf>.

the remaining more than 700 first league European clubs shared the remaining 61%. Chart 2 analyses in detail twenty leagues that, in per-club terms, were able to generate the most funds from commercial rights. The English Premier League clubs are the most successful clubs in negotiating with sponsors. The gap between Premier League and Bundesliga ranking second is by no means unsurmountable. In terms of revenues generated from sponsorship and other commercial activities, German clubs are able to compete with English clubs. The gap behind the English and German top-tier competitions, however, is abysmal. Among the twenty most successful competitions, these two leagues collected 43% of all commercial revenues¹⁹.

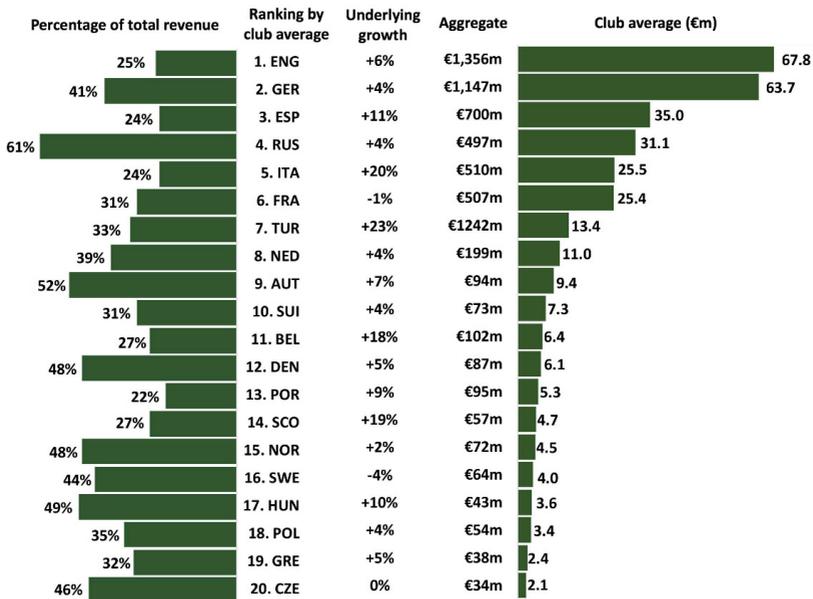


Chart 2: Revenues form sponsorship and other commercial activities in 2017

Source: *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2017*. [online]. [2019-09-12]. Available at: <https://pt.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/58/98/12/2589812_DOWNLOAD.pdf>.

¹⁹ *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2017*. [online]. [2019-09-12]. Available at: <https://pt.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/58/98/12/2589812_DOWNLOAD.pdf>.

Surprisingly, the Russian Premier League ranked among the top five most successful competitions. In this case, however, due consideration should be given to what extent the income of these clubs can be regarded as sponsorship or commercial revenues. The boundaries between sponsorship, donorship, and patronage are not clearly legally determined and it is apparent that many clubs, not only in Russia, depend on funding from their owners. Only two of the top twenty leagues reported a decrease in revenues from commercial activities compared to 2016. The situation in other European leagues, excluding the top twenty, is less positive. According to the UEFA's Report²⁰, commercial revenues grew in about two thirds of these competitions. The worst figures are reported mainly by leagues from the east of Europe; Albania, Azerbaijan, Bosnia and Hercegovina, and Macedonia reported a double-digit decrease of commercial revenues.

Conclusion

Commercial revenues, mainly in the form of sponsorship, are the most significant source of funding for the majority of professional football clubs in Europe. Clubs provide the sponsoring companies with advertising on their shirts or stadium in return for a cash or in-kind fee paid to them. This communication of corporations with customers (club's fans) is performed almost solely in an offline mode. The contract amount strongly depends on how popular the club, or the competition, is. In an attempt to attract as many fans as possible, clubs use not only various forms of "offline presentation", but also certain means of "online presentation". Clubs use primarily social networks to communicate with their fans around the world. In terms of commercial revenues, the number of fans present in a stadium is not so important in today's professional football and, rather than in this number, sponsors are more interested in the TV audience rating of matches played by the sponsored club, how many countries (which markets) the match is broadcast, and how visible their logos and advertising messages are in the media. Commercial revenues tend to differ significantly not only among league competitions, but also among clubs within one league as sponsorship and

20 *The European Club Footballing Landscape. UEFA Club Licensing Benchmarking Report Financial Year 2017.* [online]. [2019-09-12]. Available at: <https://pt.uefa.com/MultimediaFiles/Download/OfficialDocument/uefaorg/Clublicensing/02/58/98/12/2589812_DOWNLOAD.pdf>.

other commercial contracts are entered into individually, almost always without any involvement of national associations. Thus, it is no surprise that the relatively high average of commercial revenues per German club (63.7 million euros) is strongly affected mainly by commercial revenues generated by Bayern München which, in the year in question, totalled 348.7 million euros, the second highest amount in Europe, just below Real Madrid²¹. Examples of huge differences in commercial revenues among peer clubs within one competition can be found in almost every European league and, moreover, this disproportionality shows a tendency to grow. Unlike revenues from TV rights where the league associations can influence the way these rights are distributed, the ever-growing "income gap" in the commercial sphere is not easy to overcome by introducing regulations.

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21 *Bullseye Football Money League.* [online]. [2019-09-12]. Available at: <<https://www2.deloitte.com/content/dam/Deloitte/cz/Documents/consumer-business/Deloitte-Football-Money-League-2019.pdf>>.

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Contact data:

PhDr. Jan Šíma, Ph.D.

Charles University in Prague

Faculty of Physical Education and Sport

José Martího 31

162 52 Prague

CZECH REPUBLIC

sima.jan@gmail.com

THE RIGHT TO PRIVACY IN TERMS OF THE FRAMEWORK OF THE EMPLOYMENT RELATIONSHIP IN THE SOLOMO CONCEPT

Marek Švec – Jan Horecký

Abstract

The scientific paper outlines the application experience while addressing the questions relating to the relevant legal basis use for a natural person's personal data processing in the framework of the employment relationship realization. Using SoLoMo concept products and applications in the framework of the employment (or in a wider context 'industrial') relationship realization comes as a prerequisite for the legal basis identification. Each relationship is subject to specific control and inspection procedures, as defined in the legislation of the Slovak republic. In this respect, the scientific paper uses application experience mainly from the author's legal practice.

Key words:

Employee. Employer. GDPR. Personal Data. Right for Privacy.

Introduction

With the ongoing phenomenon of digitization and global data compilation, the protection of the natural persons' privacy gains in importance. The material statement works best in the areas primarily and directly focused on natural persons' personal data acquisition, analysis, and real-time utilization. The SoLoMo concept integrating the social media, geolocation, and portable devices – three institutes based on the principles of personal data acquisition – has not just advisory, but rather binding nature of a person's privacy and personal data settings. Putting aside the variety of the SoLoMo concept principle usage in such fields as marketing, mass-media communication, and also in practical application of employment relationship, it becomes a key point for the future scientific research purposes in the field in question to identify the legal basis for the natural persons' privacy protection with the particular focus on natural persons' or consumers' (or so-called 'individuals concerned') personal data protection.¹ The importance of knowing and

1 HITKA, M., LORINCOVÁ, S., LIŽBETINOVÁ, L.: Manager's data in human resource management from the perspective of the work position. In *Acta Oeconomica Universitatis Selye*, 2017, Vol. 6, No. 2, p. 70-79.

applying the relevant legal basis not only for the SoLoMo concept but for the whole marketing field and other legal and social fields can be proved quite easily by using the results of different polls and research on natural persons' (consumers') views on the personal data processing. Based on different statistical evaluation, it can be stated that up to 57% of natural persons in a position of consumer do not trust that companies appropriately treat consumers' personal data. Despite that fact, 92% of natural persons in the position of a consumer, while making purchases through the Internet, provide their personal data to the companies. On the other hand, 90% of the companies assume that it is hard to delete a natural person in the position of a consumer's personal data from the company database and moreover, nowadays up to 60% of the above-mentioned companies do not have database services allowing such kind of action.²

The legislation for the SoLoMo concept principles usage depends not only on the product or application using the elements and principles of the SoLoMo concept but also on the supposed field of use of the afore-mentioned SoLoMo elements and principles. Further additional provisions governing specific conditions for the SoLoMo concept use may be established on top of the general legal framework for personal data protection, as is the *lex generalis*, depending on the industrial activity type, economic sector, and the economic and social field. It is a typical situation for marketing practice, or more precisely, for the fields of individual employment relations realization. A general legal framework of the SoLoMo concept is based on the personal data protection legislation, and, along with that, the SoLoMo concept principles, in particular, are based on the processing of marked or specified in various applications natural persons' data (often in a real-time format). It is usually about a natural person's location real-time identification with an additional possibility of location identification within the chosen timeframe (for example, Groupon, Chipotle or Foursquare mobile applications), natural person's personal and even work conversation monitoring in the framework of employment relationship or any similar relationship (often obtaining access to the information falling into the specific personal data category), or the possibility of viewing private natural person's visual and audial recordings in the form of photographs, voice recordings,

2 JEŘÁBEK, Z.: Predispositions of an applicant for an employment – advantage for getting hired and for the length of an employment. In *Acta Oeconomica Universitatis Selye*, 2016, Vol. 5, No. 1, p. 74-83.

video recordings (for example, Gowalla, Internetretailer or Walgreens mobile applications). Particularly sensitive to personal data use are the applications using the Life-chat technology that may, in itself, facilitate the extension of personal data processing areas (for example, ToolFetch). Considering these facts, the Regulation of the European Parliament and the Council no. 2016/679 of 27 April 2016 on the natural persons' protection while personal data processing repealing Directive 95/46/ES (hereinafter called GDPR) becomes, in accordance with the legislation of the Slovak Republic, a primary legal framework for the SoLoMo principles functioning and for the protection of the right to protect personal data against unauthorized processing and other violation.³ New Regulation came into force on 25 May 2018, under the (new) Act no.18/2018 of the Collection of Laws on the protection of personal data and amending and supplementing certain other acts published in Collection of Laws of the Slovak Republic (hereinafter called 'Law on personal data protection').

1 The Legal Framework for the Regulation of the Employment Relationship Content in the SoLoMo Concept

The use of products and applications that include SoLoMo concept principles in the employment (or in a broader context 'industrial') relationship realization is covered by the specific reviewing and inspection rules, as defined in a particular Slovak Republic legislation. Irrespective of the product type and whether the product accesses a place where the employee is, or a photo, or a video recording of the employee it may fall under the regulation conditions of the Employer control mechanism as defined under section 13, fourth paragraph, of the Labor Code.⁴ In this regard becomes applicable a specific legal framework

3 KORAUŠ, A., DOBROVIČ, J., POLÁK, J., KELEMEN, P.: Security position and detection of unusual business operations from science and research perspective. In *Entrepreneurship and Sustainability*, 2019, Vol. 3, No. 6, p. 1271-1278.; KUPEC, V.: Audit of a Buyer's Selective Attention in the Online Environment. In PETRANOVÁ, D., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Online Rules – Part II*. Trnava : FMK UCM in Trnava, 2017, p. 127-134.; KUPEC, V.: Digital Possibilities of Internal Audit. In *Acta VŠFS*, 2017, Vol. 11, No. 1, p. 29-43.

4 MURA, L., ŽULOVÁ, J., MADLEŇÁK, A.: Strategic management and management of personnel costs: Employing young people in the Slovak Republic. In *Problems and Perspectives in Management*, 2016, Vol. 14, No. 1, p. 80-83.

which, in the exercise of provision cited, establishes the obligation of the employer to discuss the control mechanism with the representatives of employees. Under the representatives of employees, the legislation of the Slovak Republic for implementation of control mechanism recognizes the Work Council, Work Steward, and Trade Union, as defined under section 11(a) of the Labor Code. While the employment relationship realization the Employer is being bound not only by the general legal framework for personal data protection but, besides, by the legal regime of the Labor Code that acts here as a legislation – *lex specialis* – applied in the field of employees' personal data processing with the existence of employment relationship. Conditions, under which the Employer may apply monitoring systems in the workplace or monitor the employee during his/her work execution, are stated under the section 13, fourth paragraph of the Labor Code with reference to Article 11 of fundamental principles of the Labor Code. Provisions at issue that specify the protection of the employee's right to privacy and right to dignity are built on the international documents and the Constitution of the Slovak Republic. The employee's privacy protection is being ensured primarily by Article 16, first paragraph of the Constitution of the Slovak Republic. This is where the right to integrity and privacy of the person enshrines. Such a right can be limited only in law-defined cases. Article 19 of the Constitution of the Slovak Republic enshrines the right to dignity, honor, reputation, name protection, right to the protection from personal and family life unauthorized access, right to personal data protection from unauthorized compiling, disclosure or other improper use. Aside from obligations occurring pursuant to section 13, fourth paragraph of the Labor Code, the employer must consider possible rise to the obligation to evaluate data protection impact when implementing control mechanism following Article 35 GDPR (so-called DPIA - Data Protection Impact Assessment). In case an obligation pursuant to Article 35 GDPR occurs, the impact assessment on personal data protection must be conducted prior to employee's personal data processing by the employer. That means even before the SoLoMo concept-using product or application implementation. The impact assessment is initial in cases when exists a high probability of risks to the rights and freedom of data subjects caused by data processing. The impact assessment on personal data protection is less common for cases with systematic and large-scale evaluation of personal aspects including profiling actions, large-scale sensitive data processing or systematic large-scale public areas monitoring, or in cases when sensitive personal data – read 'special category of the personal data' – are processed.

The Labor Code enshrines the special legal framework for privacy protection in the framework of employment relationship in Article 11 on fundamental principles, together with section 13, fourth paragraph. These two regulations, however, are indispensable for the distinguishing between types of obtained data, distinguishing the means that were used for data gathering, and the situations when it comes to employee data collection (for example, during the pre-contractual relationship, during the period of employment or the termination period). By implementing different monitoring means, the employer can interfere with the employee's private life and obtain personal data related to an employee's qualification experience and data that matter to the work conducted now or ever before. Most often the employer comes in contact with the following list of general employee data:⁵

- identification data: name, surname, maiden name, pseudonym, date of birth, place of birth, ID card number, passport or other identity proving document number, title, citizenship, nationality;
- contact details data: permanent/temporarily residence address, phone number, email address, Facebook or other social media contact details;
- operating data: work time register (meaning data on the time when the person starts and ends a work shift, data about the break time or the time that is not implemented into the working hours timeframe), working position, identification number of the employee, employee code/password, online identification, work IP address;
- location data: data showing the geographical position of the employee (especially while the GPS usage), company car journey data, etc.;
- identifiers creating economic identity of the employee (taxation data, bank account number), social identity (family situation, kids count, achieved level of the education), mental identity (information about personal conduct and qualities of the employee captured in the employee assessment).

Personal data then contain subjective data, views, or evaluation. Such a subjective type of data constitutes a significant portion of overall personal data being processed in sectors where the employment itself falls. Under the sensitive employee data falls photographic documentation, in

5 SEILEROVÁ, M.: The Consequences of Psychosocial Risks in the Workplace in Legal Context. In *Central European Journal of Labour Law and Personnel Management*, 2019, Vol. 2, No. 1, p. 48-59.

case the biometrical data that the photo contains are being processed; hand-written signature when the behavioral characteristics are being measured or processed; data concerning health; breath/blood test results for alcohol; report on pregnancy; disability certificate; mental work capability report; fingerprints; eye retina scan; voice processing while the mobile phone monitoring; trade union membership. With the implementation of different forms of monitoring activities, the employer may process employees' personal data (for example, monitoring of the data flows allowing the identification of workstations – the employer is the one being always able to identify any workstation within the infrastructure, except the situations when the employer is unaware of that). The employer must define the purpose of the data processing, and along with that employer is obliged to respect the Labor Code regulations, GDPR, any new law on personal data protection and other existing regulatory measures. While defining a clear, comprehensive and statutory reason for employee data processing, the employer should safeguard the employee's rights and interests in relation to the objective pursued (the reason of the personal data collection), so it is always necessary to evaluate whether the determined aim (the interest of employer) overweighs the right to privacy, data protection and the right to employees' protected interests. With this regard, it needs to be emphasized that from the GDPR perspective employer must examine the impact of possible monitoring on employees' rights and freedoms (not only on their privacy); in particular, the constitutional right could be affected by such invasion. The impact assessment must be done by the employer in the so-called proportionality test. Monitoring by the means of communication on the worksite is commonly done pursuant to section 13, fourth paragraph of the Labor Code (the implementation of control mechanism by the employer) or pursuant to Article 6, first paragraph, point (g) for GDPR and section 13, first paragraph, point (g) for the Law on personal data protection.

2 Specific Legislation Application in the Selected Business Fields

The legislation in the framework of the employment relationship, marketing practice and general legislation on personal data protection may differ, depending on the economic area and the area of interest in which the SoLoMo is going to be used. We, therefore, have to distinguish between individual-specific activities of business actor as a service

provider and, thereafter, implement the relevant legislation on employee personal data protection in a proper way. The employer may choose any application using principles of the SoLoMo concept that will enable access to evaluation on employees' behavioral characteristics, work performance, communication with business partners. The key point here, however, is how exactly the application will be incorporated into the internal environment and how the subject purpose will be specified. Based on these facts, the legal regime for employees' and third parties' personal data processing, the period of data processing, and the period for disposing of the processed personal data may vary. During any communication on social networks or during company external presentation, as primary areas of the SoLoMo concept-based products and services usage, the Legal basis for the personal data processing activities will stand on the legal basis of service provider's (or business actor's) legitimate interest. The aim here is to ensure that communication with the client or third parties through the social network is effective. This can be for receiving the applications, proposals or orders and their proper handling and solving. The aim may also be to present a business actor and create a community of supporters and well-wishers, so-called individuals interested in the company's activities. Personal data of individuals using communication on social networks including the employees of the business actor would stand here as a subject of the processing activity. The range of data processed shall be equal to the standard range including name, surname, and, where appropriate, the address of the person involved and his/her photograph, including data on social network communication subject. Personal data processing period shall be equal to the legitimate interest period of the business actor, in other words, shall correspond with the service provider's communication and external presentation period of use. Following the subject area of communication through social networking and company external presentation, a legal basis for the legitimate interest of the business actor may also be used for ensuring the effective and transparent communication within the business entity and, where appropriate, the whole trust or holding, if included. It is being considered as a legitimate interest if the business actor publishes employee's personal data within the internal communication network (intranet, or mobile applications Achievers, Terryberry, Globoforce) aiming to achieve transparent and effective communication inside the business framework and company culture development. Employees' and third persons coworking with the business actor's personal data and photographs would be subject to data processing activities. This legal basis might be used within the period

of employment relationship or any similar relationship, including the supply relationship with the business actor.

The legal basis for the employment relationship is wider than for the marketing practice, so the employer may process personal data from mobile applications under various legal titles. While social policy or benefit policy realization the employer may use the legal basis based on general binding legislation as is the Act on supplementary pension savings; the Act on Social Funds. Here becomes an option a contract provided that the person concerned becomes a party to the contract. The business actor can also use a legitimate interest of employer for business actor's individual policy building and for the enhancement of services available for the employees in the form of benefits. Most often it is about employee personal data, personal data of family members and persons close to the employee in cases when benefit applies to family movings (provision of various trips, tours or contributions comes as a typical example for such kind of situations when the benefit can be applied on family movings of the employee). The range of the processed personal data shall be equal to the standard employee personal data processing range. Processing of the special personal data category is more of an exceptional case and is only allowed when the aim of such data processing is a realization of social policy of the employer (for example, child bonus or bereavement support payment, etc.) The period of personal data processing shall not exceed 5 calendar years.

The legitimate interest of the service provider – business actor – may be applied as a legal basis for employee personal data processing for the work performance management and evaluation. Tracking, assess and evaluation of the employee work performance as well as finding the ways of and space for its improvement fall within the legitimate interest of the employer (business actor). The results of such a process can serve as a basis for an effective adjustment and correction of an intra-corporate human resource management system, including the preparation and realization of employee education plan until the next time. In this case, the persons concerned are the employees themselves. The range of the processed personal data, therefore, shall be equal to the exact employee identification possibilities, or in special cases with the connection to the employee's location, depending on the nature of the work of the exact employee. We shall consider the possibility of work performance evaluation not only from the quantity but also from the quality perspective (mainly for the customer or business partner-facing

jobs) and, therefore, it is important to assess the actual employee location with regard to the results achieved (if we are dealing with negative/not-sufficient performance data, we might consider external factors such as a „difficult“ customer). The period of personal data processing shall not exceed 5 calendar years.

Personal data of employees are being processed for company wage policy implementation due to the correct work performance management and evaluation.⁶ In this case it is not about the legal basis posed by the legitimate interest of the employer but rather about the legal basis resulting from the legal obligation pursuant to provisions from the section 43, first paragraph, point (d) of the Labor Code (dependant employment performance has a pecuniary interest), and from other specific regulations (for example, Health care insurance act, Act on social insurance, Income tax act, Act on old-age pension savings, Act on supplementary pension savings, Act on employment services, Act on compensation of earning during an employee's temporarily incapacity for work, Act on Social Fund). Considering the wide range of the natural persons concerned (the wage policy realization may include the wide range of pecuniary interests in relation to the family members pursuant to section 40 of the Labor Code or in relation to a cohabiting person) the actual range of processed personal data is wide and varies from employer to employer. For the purpose of identification of the given employee even if using the projected average range of natural persons concerned including employees themselves, their husbands and wives, maintained children (with and without care of the young), employees' parents and their relatives the personal data range may exceed the standard and may include personal data on payment, wage and other payment conditions, personal data on the time worked, personal data on the amount of fines imposed as a result of any court or authority orders, data on criminal and non-criminal fines, personal data on recoveries imposed on the employee by the decision of the competent authority, personal data on temporary incapacity for work, personal data on important individual obstacles for the work performance, personal data on changed status of work capacity, personal data on the start day of the employment, personal data on maintained children, personal data on maternity or child-care leave, personal data on retirement pension, on early retirement or an invalidity pension, personal data on the the employee and employer contribution amount to the supplementary pension insurance etc. The

6 BENCSIK, A., HORVATH-CSIKOS, G., JUHASZ, T.: Y and Z Generations at Workplaces. In *Journal of Competitiveness*, 2016, Vol. 8, No. 3, p. 91-105.

period of personal data processing here extends to 10 calendar years. Moreover, here the employer can share (with third parties) personal data of the employees and send such data to health insurance companies, social insurance, tax office, supplementary pension institutions, etc.

Any employment relationship or similar relationship, and the rights and obligations arising from such kind of relationship may result in the need to fulfill obligations arising from the employment relationship or similar relationship from the side of the employer himself. Thus, for the operator it will just be a case of meeting his legal obligations arising from the generally binding legislation (for example, the Labor Code, Act on employment services, Act on social insurance, Act on old-age pension savings, Act on compensation of earning during an employee's temporarily incapacity for work, Health care insurance act, etc.), including in relation to personal data sharing with third parties. The natural persons concerned in such cases are job-seekers (legal obligation under section 41 of the Labor Code), employees themselves, their husbands and wives, maintained children of the employees, parents, and relatives of maintained children of the employees, the former employees. It very often involves standard personal data (for example, personal data on employee's payment conditions, personal data on previous jobs, personal data on temporary incapacity for work, personal data on important individual obstacles for the work performance, personal data on changed status of work capacity. The specific element of this legal basis and the legal reason is the possibility of processing personal data on the health status of the employee. This possibility falls under the specific personal data category as it was stated above). Sharing of the subject related personal data is always determined by the legal obligation, so it is a statutory duty of the employer in relation to the third party (for example, the situation when the employer must share personal data with the social insurance company, with health insurance companies and with other public authority bodies concerned, etc.)⁷ Compared to other purposes the period of personal data processing here constitutes 10 calendar years.

The identification of the correct legal basis for the situations when a service provider needs to process personal data on third parties with which it has legal or social relations serves as a key point for

⁷ MURA, L., GONTKOVIČOVÁ, B., DUĽOVÁ SPIŠAKOVÁ, E., HAJDUOVÁ, Z. Position of Employee Benefits in Remuneration Structure. In *Transformations in Business & Economics*, 2019, Vol. 18, No. 2, p. 157-172.

the SoLoMo principles. Here the use of legitimate interest of the service provider appears to be the most appropriate. It may include processing of personal (contact details) data on actors participating in the communication (personal or written), or personal data on actors with which service provider is having contractual relations. Meanwhile, employees' personal data are expected to be shared with the mentioned above third party. Such actions may be taken as a legitimate interest and have to be seen in conjunction with section 78, third paragraph of the new Law on personal data protection. As a legitimate interest may be taken a possibility of sharing such personal data within the group of companies for the administrative purposes that significantly simplifies personal data flow in case of global use of the product or service that is based on the principles of SoLoMo concept. Then the persons concerned would be the natural persons acting on behalf of the business actor and behalf of the third parties. The period of data processing in such cases will depend on the duration of contractual relations and the duration of the communication participants' personal data validity, etc.

Conclusion

In the light of the fairly fast development of the new marketing and mass media communication approaches, along with the eco-innovation development and constantly growing experience with the new legal framework for the protection of personal data in the application experience, the proposed theoretical-law research paper cannot be considered as closed, rather the contrary. Further progress in products and services with incorporated SoLoMo principles will bring, without a doubt, new challenges even for the legal framework and, in our view, will lead to the growth of the legislation material scope. New specific provisions might be added to the legislation depending on the growth of the personal data processed range used in the applications with the incorporated SoLoMo principles. The typical example of such a premise would be an effort to process real-time data concerning the health condition of the natural person concerned, with regard to his/her actual location and activity and with subsequent adjustments of individual add-ons depending on the certain type of physical activity. In the field of employment relationships, hence, it might come to employee health condition monitoring while at work, with regard to the place where the work is being performed and conditions under which the work

is being performed.⁸ In this concern, it would be necessary to revise today's legal results for the further development of the scientific fields in the subject. As the further paradigm for the future development will, understandably, be the progress in private and family life data protection with the stress on personal data protection. Application experience known today already shows the necessity of changes in certain GDPR directives or more precisely in the national legislation. The proposals 'de lege ferenda' might urge the necessity of change in the application of certain principles of the SoLoMo concept in relation to the protection of a natural person's privacy.

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8 ŠTEFKO, M.: Notice for reasons of redundancy as a measure for discrimination on grounds of age. In *Central European Journal of Labour Law and Personnel Management*, 2019, Vol. 1, No. 1, p. 62-72.

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Contact data:

assoc. prof. JUDr. Marek Švec, PhD., LL.M.
 University of Ss. Cyril and Methodius in Trnava
 Faculty of Mass Media Communication
 Námestie J. Herdu 2
 917 01 Trnava
 SLOVAK REPUBLIC
 marek.svec@ucm.sk

JUDr. Jan Horecký, Ph.D.
 Masaryk University in Brno
 Faculty of Law
 Veveří 70
 611 80 Brno
 CZECH REPUBLIC
 jan.horecky@law.muni.cz

ENVIRONMENTAL POLICIES AND THEIR STRATEGIES IN A VOLUNTARY ASSOCIATION OF MUNICIPALITIES

Pavla Varvažovská – Martina Jarkovská

Abstract

Most anthropogenic activities have a negative impact on the environment. The credo of modern society is economic growth and high consumption demands. Although people are aware that life depends directly on the state of the environment, they tend to be unkind to their environment. This leads to problems related to the deteriorating state of the environment. With exponential population growth, environmental problems are steadily aggravating, which inevitably leads to a crisis. The proposal is measures that will increase the level of environmental policy of voluntary associations of municipalities. Important is the mutual communication of municipal representatives with the public. The aim of this paper is to propose measures that will lead to increasing environmental awareness of the inhabitants of the micro-region. and raise the level of environmental policy in the voluntary association of municipalities.

Key words:

Communication. Cooperation. Environmental Issues. Environmental Policy. Micro-Region. Voluntary Association of Municipalities.

1 Introduction

Today's modern society faces economic growth and high consumption demands. People are aware that their life is directly dependent on the state of the environment and tend to treat the environment without care. This leads to problems related to the deteriorating state of the environment. The main cause of these problems is the human state of mind and the attitude to environmental problems. If people want to maintain the environment for further existence, they must necessarily change their attitude and lifestyle.¹ However, mere awareness of the state of the environment is not enough if people continue to practice their ethics, which does not confer any rights on nature. Above all, people must change their "man's attitude" to nature and stop seeking satisfaction in "consumer drug addiction"² Even at first glance, a small

1 KOGER, M. S., WINTER, D. N.: *Ekopsychologie environmentálních problémů*. Prague : Nakladatelství Portál, 2009, p. 14.

2 KOHÁK, E.: *Zelená svatozář*. Prague : Sociologické nakladatelství, 2011, p. 10.

change in the composition of each individual's consumer basket could ultimately significantly affect the size of production on a global scale. The decline in demand will inevitably lead to a decline in supply, which will lead to a decline in production and the environment will be relieved. People are too self-centered and favor fulfilling their material desires over everything else. Can this situation be changed? Every person is able to rethink his or her behavior if he/she is appropriately motivated to do so.³ Certain hope of changing attitudes can be seen in increasing environmental awareness of the public, which is also an opportunity for overall strategic development of the territory.

2 Theoretical Background

The current environmental policy of the European Union is operating at a very high level. As one of the actors, the European Union has a leading role in this direction at world level. The EU legal system is designed to protect the environment in all areas (biodiversity, water, air, soil, waste management, use of chemicals) and is included in all sectors (transport, energy, agriculture, industry, etc.). The principles and objectives of European environmental policy are enshrined in primary EU legislation. The European Council in 1972 called on the European Commission to prepare concrete measures in the field of environmental protection, with the launch of the first European Action Program (EAP) for 1973-1976. The 5th EAP is considered the most important. It was shaped towards sustainable development. The key objective of this program was to achieve the conditions enabling the transition to sustainable development by 2000. The current 7th EAP was issued for the period 2014-2020 and sets out nine priority objectives in the areas of nature conservation, resource efficiency, low carbon economy, human health protection. It focuses on cooperation of EU member states in achieving the priority objectives. The latest horizontal objectives are aimed at improving urban agglomerations and global cooperation.⁴ At the turn of the 60s and 70s, a new educational field of environmental education developed due to visible environmental problems in the international field. International institutions, national governments, academia and industry practitioners

3 DAHLKE, R.: *Woran krankt die Welt?*. München : Riemann Verlag a Random House, 2001, p. 16.

4 *Ode dneška do roku 2020: Nový akční program EU pro životní prostředí*. [online]. [2019-11-04]. Available at: <https://ec.europa.eu/environment/efe/economics-strategy-and-information_en>.

participated in the field. Although the beginnings of a new discipline were diverse, the goals of positively influencing environmental relations were and are the same. The purpose of environmental education is to influence human behavior so that people do not harm the environment and nature.

In the Czech Republic, the term EEPA was defined in 1992 by Act No. 17/1992 Coll., Section 16. Although the term is precisely defined in the Act, it lacks a uniform definition. The content of EEPA in Framework Educational Programs (FEPs) is different for certain groups of schools; the EEPA methodology differs in less or more effort to link the national concept with the foreign discourse. According to the State Program of Environmental Education and Public Awareness for the years 2016-2020, Strategic Area 3 - Cooperation, Networking, Networking in EEPA and EP, the strategy of environmental education in the Czech Republic is focused on strengthening partnerships, networking and communication across the professional spectrum and public administration at all levels in order to maximize the impact on the public.⁵ EEPA is not limited to education in schools, but also to raising public awareness, since responsible behavior of the public is a prerequisite for a healthy environment.⁶ According to the EEPA, advisory bodies should provide such information and qualified advice that influence the public in terms of sustainable development, i.e. environmentally friendly behavior.⁷ The effectiveness of such information that could positively influence public behavior is very poor. Effective reporting only occurs when the target behavior is not hindered by any external barriers and if the target behavior is perceived as advantageous and inexpensive in terms of money and time. Yet Krajhanzl (2010) acknowledges that providing information is an essential part of combined strategies, because if the necessary information and tools are insufficient, we cannot hope to change behavior. Any seemingly insignificant step leading to environmentally friendly behavior makes sense.⁸ As Librová

5 *Environmentální politika a nástroje*. [online]. [2019-11-04]. Available at: <http://www.env.cz/cz/environmentalni_politika_nastroje>.

6 ČINČERA, J.: *Environmentální výchova: efektivní strategie*. Prague : Agentura Koniklec, 2013, p. 24.

7 KRAJHANZL, J.: *Ekopsychologie: Psychologie pro časy environmentálních problémů*. [online]. [2019-11-04]. Available at: <<http://sedmagerace.cz/text/detail/ekopsychologie-psychologie-pro-casy-environmentalnich-problemu>>.

8 LIBROVÁ, H.: *Vlažní a váhaví*. Brno : Nakladatelství Hnutí duha, 2003, p. 52.

(2003) states, what even motivates such a change in behavior is not so important. In addition to NGO projects, municipalities can make a significant contribution to raising environmental awareness. From their position, they are well versed in local conditions and through them the majority of environmental measures are applied.⁹ Local governments are largely evaluated by their constituents, both in terms of operational capacity and in terms of transparency and respect for democratic rules.¹⁰ The main achievement of the implementation of environmental policy at lower levels is the provision of information, awareness raising and the dissemination of good experience. By publishing successful cases of environmental protection, it is usually felt that every small step makes sense.

3 Aim and Methodology

The aim of the paper is to propose suitable instruments and measures of environmental policy in the sense of increasing the environmental awareness of the population on the example of a randomly selected micro-region (Association of Municipalities From Okoře to Vltava, in brief, AM). The quantitative survey was carried out in the form of a questionnaire survey among 157 respondents of the region concerned. The research method used was the “new ecological paradigm” (NEP).¹¹ The aim of the second dimension is to find out the respondents’ satisfaction with the state of the environment in the area of interest, satisfaction with the activities of public administration in the area of environmental protection and the preferred way of communication in the area of the environment at the local level. The respondents of the Association of Municipalities from Okoř to Vltava were specified only by the criteria of sex, education and age. The qualitative survey is carried out in the form of semi-structured interviews with mayors. The survey was supposed

9 KMENT, P.: *Environmentální rozměr rozvoje venkova a regionů*. Prague : Nakladatelství Melandrium, 2012, p. 42.

10 ČMEJREK, J., ČOPÍK, J.: Risk management of rural municipalities as a limit of their basic self-governing functions. In SMUTKA, L. (ed.): *Agrarian Perspectives XXIV. Global Agribusiness and the Rural Economy*. Prague : ČZU, 2015, p. 100-107.

11 DUNLAP, E. R. et al.: New ecological paradigm scale. In *Journal of Social Issues*, 2000, Vol. 56, No. 3, p. 426-441. [online]. [2019-11-04]. Available at: <https://web.stanford.edu/~kcarmel/CC_BehavChange_Course/readings/AdditionalResources/J_Soc_Issues_2000/dunlap_2000_5_nep_a.pdf>.

to find out the attitudes of municipal representatives to environmental issues with a focus on communication with the public. The mayors were confronted with the results of quantitative research and were thus acquainted with public opinion. Based on the results of quantitative and qualitative research, a SWOT analysis is prepared, which forms the basis for the proposal of environmental policy measures of the area of interest in the area of communication and cooperation with the public with the aim to increase the level of quality.

4 Results and Discussion

Dimension 1 - NEP scale

Respondents (157 in total) answered 18 statements (i.e. $157 \times 18 = 2,826$ responses). Half of the answers (1,413) are for positive statements (pro-NEP) and half are for negative statements (anti-NEP), which scored a point score of 6 for the NEP score. For this reason, the following survey (Table 1) reverses the scale of negative statements to show the number of responses that adopt a pro-NEP stance and vice versa.

Table 1: Summary of responses to positive and negative statements

	Certainly pro-NEP	Rather pro-NEP	Don't know	Rather anti-NEP	Certainly anti-NEP	Total number of responses
Positive statements	I certainly agree	I rather agree	I don't know	I rather disagree	I certainly disagree	Total
Number of responses	575	493	164	143	38	1 413
Negative statements	I certainly disagree	I rather disagree	I don't know	I rather agree	I certainly agree	
Number of responses	400	404	231	277	101	1 413
Total number of responses	975	897	395	420	139	2 826
Responses in total %	34.50 %	31.74 %	13.98 %	14.86 %	4.92 %	100.00 %

Source: Own processing

Summary of responses to both the positive and the negative statements:

- 34.50% of responses are fully pro-NEP.
- 31.74% of responses are rather pro-NEP.

Neutral position - I don't know - 13.98% of responses.

- 4.92% of the responses are anti-NEP and 14.86% are rather anti-NEP.

Formulation of hypotheses:

- Hypothesis 1: NEP score is dependent on an achieved level of education.
- Hypothesis 2: NEP score is gender-dependent.
- Hypothesis 3: NEP score is age-dependent.

Comparison of NEP scores by type of education, gender and age category was performed using two samples. The choice of the appropriate test was made on the basis of testing assumptions. The presumption of normal distribution was tested by the Shapiro-Wilk test, the presumption of homogeneity of variance by the Leven test. In all 3 hypotheses tested, the assumption of normal distribution was rejected, while the assumption of homogeneity of variance was not rejected. On this basis, the non-parametric Mann-Whitney test was chosen for comparison. The testing was supplemented with tables of numerical sequence characteristics (median, lower and upper quartile, minimum, maximum). Statistical test results were calculated using STATISTICA CZ 12. The null hypothesis was decided on the basis of a p-value with a significance level of 0.05. Thus, if the p-value is less than 0.05, the null hypothesis was rejected in favor of the alternative hypothesis. The dependence of the degree of attitude for NEP and against NEP in relation to the achieved level of education has not been confirmed. Gender-related attitudes for NEP and against NEP have been confirmed. Women have been shown to have statistically significantly higher NEP scores than men. Although the relationship of the degree of attitude for NEP and against NEP in relation to age has not been confirmed, it can be stated that higher NEP scores were found for the older age group but are not statistically significant at the significance level to reject the null hypothesis. (H_0 : NEP scores do not depend on age under 40 or over 40).

Dimension 2 – communication with public administration

Total satisfaction with the state of the environment in the area of residence was shown by 8.42% of respondents. Rather yes, 53.68% of respondents. 9.66% of respondents are dissatisfied with the state of the environment. 23.58% of respondents are rather dissatisfied. 4.66% do not know. Total satisfaction with the activities of public administration was shown by 8.92% of respondents. 35.03% of respondents are rather satisfied.

11.46% of respondents are dissatisfied. Rather dissatisfied 23.57% of respondents. 21.02% of respondents do not know. 3.82% of respondents feel sufficiently informed about the environment at the local level. Rather yes, 25.78% of respondents. 28.16% of respondents were dissatisfied. 33.96% of respondents are rather dissatisfied. 8.28% of respondents do not care. 45.64% of respondents prefer the Internet form of reporting. The local newsletter is preferred by 40.86% of respondents. Lectures and discussions by 3.82% of respondents. Other ways (not stated) by 3.82% of respondents. 5.86% of respondents were not interested in the information. The qualitative survey was carried out in the form of face-to-face interviews in mayors' offices at municipal halls. Given the limited time capacity of the mayors, these were approximately ninety-minute interviews. The semi-structured interviews were divided into three dimensions. The aim of the first dimension was to find out the opinion on the joint operation of municipalities within the investigated area. Then the mayors were acquainted with the results of the quantitative research. The aim of the second dimension was to determine the response of respondents to the identified opinions of citizens in the quantitative research. The aim of the third dimension was to obtain information on individual environmental problems of individual municipalities, which cannot be solved within the association of municipalities of the defined area. The findings of the field survey are the basis for the following SWOT analysis. The following SWOT analysis precedes the design of strategic tools and measures, which is the aim of this paper.

Table 2: SWOT analysis - own processing based on research findings

Strengths	Weaknesses
Citizens' interest in the environment Higher pro-environmental attitude of the citizens The will of mayors to solve the problem Low population - easy orientation in local conditions The mayors' experience Pro-environmental education of youth Environment - common interest of AM Working cooperation with LAG	The indiscipline of the citizens Indifference of the citizens Promoting the interests of their municipality by individual mayors Lack of finances Exploitation of councilors with other priorities Insufficient or no action by the environmental committees Lack of public awareness Absence of activities of "green" non-profit organizations

Opportunities	Threats
Acquisition of subsidies under so-called soft programs for education through LAG Establishment of websites Environmental section in local newsletter An engaging form of motivation Education of young generation Manager of AM for environmental quality To create conditions for the activities of a non-profit organization Camera system for sorted waste containers Information boards for sorted waste containers	Mayors' fear the lack of population will reduce public administration activity Choosing an inappropriate (unattractive) form of enlightenment Lack of public interest in education Failure when trying to get subsidies Financing of other priorities No compromise on common cause

Source: Own processing

From publicly available sources, the results of the quantitative and qualitative research show that the member municipalities of the Association of Municipalities from Okoře to Vltava (AM) do not have in their strategic programs anchored public education or educational programs in the field of environmental protection. According to the interviews with the mayors, it is evident that the citizens of the AM in this area behave recklessly and indifferently, especially in connection with waste management. Yet there has been no activity on the part of local governments to help reverse this negativity. On the other hand, the results of the quantitative research show that the population is mostly pro-NEP and shows interest in communicating with the public administration in the field of environmental protection. Based on the findings, a SWOT analysis was prepared, which forms the basis for the subsequent elaboration of the draft measures and the formulation of tools that would help achieve a more responsible approach of the population to the environment. How to eliminate weaknesses and avoid threats? Above all, the indiscipline and indifference of the population is closely related to the lack of interest of municipalities in mutual communication in the area of environmental threats and the absence of enlightenment and public education. There is no visible authority in the AM to fully address the issue of environmental protection. Due to the lack of time, the mayors themselves cannot effectively cover this issue.

A major problem is the lack of finance that the AM is facing. This handicap could be eliminated, for example, by transferring higher membership fees to the “cash register” of the AM and creating a kind of “fund for financing events related to environmental education and

public education in the area of environmental protection" intended for residents of all member municipalities. A prerequisite for eventual voting of higher municipal membership contributions to an imaginary "fund" is to reach a compromise, in other words, to recognize a priority common interest over interests that are only beneficial in the home community. Another possibility is to exert stronger pressure to obtain subsidies for this purpose from available sources (Ministry of the Environment, European subsidies, etc.) according to current programs. How to capitalize on strengths and opportunities? A positive factor is the public's interest in communicating with the public administration in the field of environmental protection, which is currently missing, and a higher pro-environmental attitude. Municipalities also show their willingness to address the gap in communication. The mayors largely recognize, through interviews, that this situation needs to be remedied in spite of problems of a different nature which they have to address. Moreover, in the Articles of Association, joint environmental care is the first point of mutual cooperation.

Conclusions

Based on the survey of the selected area of the Association of Municipalities, the proposal of suitable instruments and measures of environmental policy in the sense of increasing the environmental awareness of the population was determined. Utilizing opportunities through so-called "soft projects" in the field of environmental protection in the 2014-2020 programming period in cooperation with LAG. Payment of higher membership fees and establishment of the so-called "Fund for the financing of education and training programs for AM citizens". Creation of the function of project manager for the environment, which will work in the framework of AM (possibility of financing from an imaginary "fund"). Establishment of communication channels of municipalities with the public in the field of environmental protection (municipal website, local newsletter, personal meetings, etc.). To create space and conditions for the activities of non-profit organizations focusing on education and training in the area of environmental problems. Continue environmental education for children and youth. Choose a suitable and interesting form of motivation of the population, which would ensure higher participation in the case of organized meetings with the environmental education program (for example to combine such events with an entertainment program, music, a lecture on healthy nutrition, etc.). To consistently

and constantly remind the public of the urgency of environmental problems, but also to publicize achievements in this area, so that citizens are motivated by the fact that responsible behavior towards the environment makes sense and everybody can influence the state of the environment. The problem of indiscipline and indifference of the population regarding waste sorting, which is currently being solved in AM.

Several proposals for action:

- Choose the form of charging for the amount of municipal waste, but not per citizen. For example, it is also possible to motivate publicly awarded remuneration for the smallest amount of municipal waste produced per year.
- Place a CCTV system in the area of sorted waste containers.
- Provide information boards with separate waste containers to illustrate how to sort waste properly so that it is clear that this is an important issue and that the process of sorting and recycling waste is not downplayed and that everything “equally weighs in one heap”.
- Provide visualization of municipal waste containers - for example with a label of a polluted ocean with plastics, etc. Visual perceptions evoke the strongest emotions.
- Protecting the environment is a matter for all of us. We cannot rely on legislation and the state to solve everything for us. It is essential that each individual begins with him or herself, even though he/she often doubts the meaning of his or her negligible influence compared to gigantic enterprises.

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Contact data:

Ing. Pavla Varvažovská, Ph.D.
 Czech University of Life Sciences Prague
 Faculty of Economics and Management
 Kamýcká 129
 165 21 Prague 6 – Suchdol
 CZECH REPUBLIC
 varvazovska@pef.czu.cz

PhDr. Martina Jarkovská, Ph.D.
 Czech University of Life Sciences Prague
 Faculty of Economics and Management
 Kamýcká 129
 165 21 Prague 6 – Suchdol
 CZECH REPUBLIC
 jarkovska@pef.czu.cz

TRENDS AND TOOLS IN MARKETING COMMUNICATION IN TODAY'S SPORT

Josef Voráček

Abstract

The paper studies current trends and tools used in marketing communication in the sports environment. Trends primarily mean the content of communication and the effect of communication events on how the marketing communication, as well as the overall brand, of specific sports companies is perceived. The paper also presents current forms and tools which can be helpful in presenting and publishing these offline communication events and disseminating them to the right target groups. These marketing communication trends in today's sports environment include direct fan engagement and interaction; extreme or unconventional sports events; storytelling; presenting backstage and behind-the-scenes information and materials; and lastly interconnecting different sports. Current communication channels and dissemination tools include most importantly a variety of video formats; mobile apps; advergames; virtual reality; augmented reality; as well as older, but still popular photographs and images. However, offline events and situations are still the most common source of content for the online sphere.

Key words:

Augmented Reality. Behind the Scene. Connecting Different Sports. Connecting Offline and Online. Extreme Events. Interaction with Fans. Mobile Apps. Photos. Storytelling. Video. Virtual Reality.

Introduction

In today's sports, marketing communication has become much more than a simple combination of conventional communication tools, such as advertising, sales promotion, personal selling, direct marketing, and PR. Marketing communication also no longer consists of merely communicating with customers, fans, potential customers, clients, business partners, etc. Especially in the sports environment, marketing communication has become geared towards building stable, long-term relationships with fans and customers, strengthening and building a positive and strong brand perception, and building what we call Lovemarks or Lovebrands. Love towards a sports brand, sports club or an individual athlete ensures that the needs of the customers and fans are met - and so are those of the sports subject. In this situation, using conventional communication tools in the usual way simply does not

suffice. Today's generation of consumers is ready for them - and therefore also quite critical and resistant. Building relationships with fans has become harder than ever before. Fans want to be ever closer to their brand, their club, and their athlete; they want to be more involved in the goings-on; they want to know more (and not just official information); they want to know the sport subject's history, story, life. Fans and spectators also long for pushing the limits in all kinds of sport performances - and this can increase the sports subject's value. Last but not least, fans and spectators want to see and feel that extraordinary performances and stories are created by ordinary people, not unlike themselves; people who live normal lives, have normal worries, and experience normal stories outside of sports. The current marketing communication trends and tools presented in this paper aim to encompass all these aspects. Despite the rapid development of communication tools and the online environment, the content of communication channels, both online and offline, is still being driven by the reality - real stories, real experiences, real relationships. Offline events are true and authentic. The online sphere then helps communicate this reality and share it with as many people as possible; with the best possible target group; the most perceptive audience; the ideal recipients of the message that sports subjects create. The chapters of this paper are focused first on individual trends and then on the tools that sports subjects today use to build relationships with fans and customers.

1 Marketing Communication Trends in Sports

The trends described in this chapter deal primarily with the content of the message, as well as the kinds of content that messages can have. Creative and interesting content of marketing communication is the primary information that can attract fans and customers and make them want to have and know the message, and maybe even share it further. These current trends include:

- interaction with fans,
- extreme and unusual events,
- storytelling,
- backstage, behind the scenes,
- connecting different sports.

Each of these trends is then described in more detail in one subchapter.

1.1 Interaction with Fans

The typical role of sports fans is relatively passive - which applies to the fans of sports events, clubs, and athletes alike. A fan is primarily the recipient of marketing communication and of sports products. Sometimes, even this passive role is enough to fulfil the needs of the customer, spectator or fan. However, in this time when marketing strives to build long-lasting stable relationships with customers and strengthen customer loyalty, we must strive to actively engage fans in the sports subjects' work. Active fan involvement can take many forms - from inviting fans into a sports' club's or team's backstage to directly involving fans in creating the product. Naturally, this always depends on the options and creativity of the sports subjects' marketing or PR department. Every sport, every club, and every athlete have different opportunities and possibilities; they have different resources and a different fanbase at their disposal; and their level of attractiveness also differs. Below, you can see some examples of campaigns, situations, and communication, which are original and showcase this trend in marketing communication.

- Heineken + UEFA Champions League – campaigns The Dilemma, The Last Ticket, The Challenge, The Seat, and others (available on YouTube¹),
- McLaren Mercedes MP4-26 Formula 1 car Launch in 2011 (available on YouTube²),
- Kimi Räikkönen + Thomas Danel³,
- Lewis Hamilton + Harry Shaw⁴,
- Cristiano Ronaldo surprises a kid on a Madrid's street 2015 (available on YouTube⁵).

1 *YouTube*. [online]. [2019-09-25]. Available at: <<https://www.youtube.com/>>.

2 Ibidem.

3 *Příběh malého fanouška dojal celý formulový svět*. [online]. [2019-09-25]. Available at: <<https://gpf1.cz/pribeh-maleho-fanouska-dojal-cely-formulovy-svet/>>.

4 *Malý fanoušek F1 žije své poslední dny. Dočkal se unikátního překvapení*. [online]. [2019-09-25]. Available at: <<https://gpf1.cz/maly-fanousek-f1-zije-sve-posledni-dny-dockal-se-unikatniho-prekvapeni/>>.

5 *YouTube*. [online]. [2019-09-25]. Available at: <<https://www.youtube.com/>>.

A higher level of interaction with fans can then have many effects, for example the following:

- building a deeper and closer relationship with fans;
- giving fans strong experiences and emotions;
- creating Lovemarks (or Lovebrands);
- publicity, media attention;
- viral sharing and wide communication reach.

1.2 Extreme and Unusual Events

The humankind has always been fascinated by pushing limits, crossing boundaries, reaching the impossible, and so on. The field of sports is no different. Breaking records; overcoming the limits of human performance; daring and unconventional sports events and performances. Anything outside of the bounds of conventional sports attract the attention of spectators and fans. This attention comes not only from the sports environment, but also from outside of it - meaning not only from the sports media, but also other mass media, the public, etc. You can see the following examples of extreme or unusual sports events which attracted a great deal of attention:

- Felix Baumgartner – project Red Bull Stratos;
- Ken Block – Gymkhana;
- Brandon Semenuk – One Shot;
- Travis Pastrana – Red Bull No limits.

However, the abovementioned examples are only one drop in the ocean of such events. These events can then have the following positive effects for sports subjects:

- brand building;
- brand awareness;
- publicity, media attention;
- viral sharing and wide communication reach;
- increased attractiveness for business partners and sponsors.

1.3 Storytelling

Storytelling is currently a very popular form for sharing sometimes almost incredible stories of athletes, sports clubs, and organizations. The sports environment has one advantage: by its nature, sport creates a great deal of stories, almost every day. Almost every sports event, training session, and career includes a strong life story of an individual or

an organization or a club. Then it is simply a matter of whether the story is interesting and attractive enough to be shared with the wider public. Naturally, all this depends on the specific sport, the level of the sports event, etc. Some stories become famous and admired, while others are only known by a small group of people closely connected to the given subject. Stories in sports have many benefits for the subject and its brand. Below you can find a few examples of strong sports stories which have been shared across the world of sport. As we have mentioned, the sports environment creates new stories almost every day and every athlete, club, and organization are basically one big story. Some examples follow:

- Derek Redmond – Athletics, OG Barcelona 1992;
- Hermann Maier – Alpine skiing, OG Nagano 1998, accident in 2001, return into the WC;
- Petra Majdic – Cross-country skiing, OG Vancouver 2010;
- Karina Hollekim – Basejumping;
- Toyota Gazoo Racing – Motorsport, 24 Hours of Le Mans 2016.

The abovementioned examples, as well as many other stories are available on the Internet and in archives. The Internet allowed these stories to spread across the world. The main effects and benefits brought by communication about the sports and life stories of athletes, clubs, and organizations are the following:

brand building;

brand awareness;

publicity, media attention;

viral sharing and wide communication reach;

causing and supporting strong emotion;

personification, helping the fans identify with the story;

creating, building, and strengthening image.

1.4 Backstage, Behind the Scenes

The speedy development of online communication channels has made it possible for sports subjects to communicate directly with fans, the interested public, and relevant target groups about backstage information, the everyday life of athletes, clubs, and organizations, unofficial information, and information undistorted by the mass media. These channels primarily include social networks, websites, blogs, and podcasts. They allow sports subjects to communicate with their target groups directly, without needing an intermediary such as the mass media, communication partners, etc. This gives fans, target groups,

and business partners direct access into the private sphere of a sports subject, raising their awareness about the sports subject's activities, attitudes, opinions, and expressions. The following athletes are among the most followed on social networks (according to the Forbes magazine, article by BADENHAUSEN⁶) and their posts have the highest reach:

- Cristiano Ronaldo – football, 887,2 mil. interactions;
- Lionel Messi – football, 367,1 mil. interactions;
- Neymar – football, 289 mil. interactions;
- Kylian Mbappé – football, 167,6 mil. interactions;
- Conor McGregor – martial arts (MMA), 159,7 mil. interactions;
- Mohamed Salah – football, 152,2 mil. interactions;
- Paulo Dybala – football, 144,8 mil. interactions.

The list is clearly dominated by football, the most popular sport in the world. However, these tools for presenting unofficial information and materials can be used in any sport. It is, however, necessary to consider that the same information and materials can also be used and presented by the mass media. The main effects of this trend include:

- unofficial information (attractive);
- information and materials undistorted by the mass media;
- other information to raise awareness about an athlete, club or organization;
- attractiveness for the fans, mass media, sponsors, and business partners;
- creating, building, and strengthening image.

1.5 Connecting Different Sports

Connecting different sports is a fairly recent development, which usually takes the form of interesting PR events and tools. Athletes, clubs, and organizations have been trying to find shared possibilities to show very diverse sports cooperating and connecting with one another. This is focused purely on marketing communication, but the connection of different sports often leads to the formation of a new field of sports. However, this paper studies marketing communication, so it will focus on this trend from the point of view of a communication tool. Interesting

6 BADENHAUSEN, K.: *Social Media's Most Valuable Athletes: Ronaldo, McGregor and LeBron Score Big*. [online]. [2019-09-25]. Available at: <<https://www.forbes.com/sites/kurtbadenhausen/2019/08/03/social-medias-most-valuable-athletes-ronaldo-mcgregor-and-lebron-score/>>.

examples of connecting seemingly very different sports include:

- Formula 1 + rugby – Red Bull Scrum;
- Red Bull Kluge;
- Prague Riverside cross – biathlon in kayaks.

These interesting connections provide an unconventional sports experience not only for the spectators, but also for fans of different sports. The main effects of this communication trend are the following:

- the overlap of different sport disciplines;
- publicity, media attention;
- viral sharing and wide communication reach;
- increased attractiveness for business partners and sponsors;
- attractiveness for fans and spectators from diverse fields of sport;
- creating, building, and strengthening image.

The abovementioned five trends of current marketing communication in sports show a content direction which is not typical for conventional marketing communication, providing an unusual, interesting, and diverse way of communicating with the interested public, target groups, sponsors, and business partners, as well as the general public. The following chapter will focus on the tools for sharing and communicating about this content. These are tools that can transform offline action into the online environment, to ensure a wider reach of marketing communication.

2 Offline to Online Tools

The trends mentioned in chapter 1 always need to be shared and communicated using certain communication channels or specific tools. These tools then lend the content the necessary attractive form, which helps achieve the desired reach. Photographs and images seem to be the simplest and fastest tool. Not only is their form easy to share, but visual content makes it possible to convey a great deal of subconscious information. In this respect, it is also useful to work with the so-called infographics which add extra information value to the image. The reality, meaning the offline situation, then becomes easily shareable information. All the trends mentioned in chapter 1 can benefit from images being used for informing target groups quickly or for providing information to the mass media and thus the general public. Images are also still the most attractive form of posts on the social media.

2.1 Video

The video format is one of the most common versions of communication with an attractive facade. With videos, it is also important to pick the right form that fits the given content. Below you can find a variety of video material accompanied by recommendations on what trends (from chapter 1) they fit best:

- B-roll (cover video, highlights video) – ideal for summarizing sports events; presenting events while allowing fan interaction; for extreme and unusual events; storytelling; and connecting different sports;
- Documentary – ideal for extreme and unusual events and storytelling;
- Short films – for all the trends from chapter 1;
- Making of ... - ideal for extreme and unusual events, backstage, behind the scenes, and connecting different sports;
- Animated films – ideal for storytelling, backstage, and behind the scenes.

Some video formats are easy to share online, while others are better suited for mass media presentations - especially for the TV or cinemas (documentary). It is also important to pick the right format for the recipient target group.

2.2 Mobile Apps and Advergaming

Since smartphones and ICT technology have become extremely widespread, custom applications have turned into useful tools for increasing interaction with fans and engagement in marketing communication between fans and sports subjects. Applications allow for constant connection anytime and anywhere, which makes communication and sharing much faster. Fans can also take part in various competitions and events, which can then result in a personal experience or contact with their favourite athlete, club or organization. Mobile apps also allow the fans to gain access to backstage and behind-the-scenes information and other content exclusive to app users. Advergaming is a specific tool for mobile apps or computer applications. It makes it possible to share information and communicate in a playful form, which is very attractive especially for children. However, in the age of smartphones, games are very attractive for other age groups as well. The game format and story allow the fan to get to know the brand, athlete, club, organization or a selected sports event. This has a very positive effect on brand awareness

and brand building. The game can be developed by the game itself or it can be sponsored by the brand or the brand can be an important business partner.

2.3 Virtual and Augmented Reality

Current technological development makes it possible for any fan or spectator to use virtual and augmented reality. Today, virtual reality is even an option for normal smartphones. By using special glasses alongside their device, smartphone users can access VR, as well as all the marketing communication trends mentioned in chapter 1 and any content the brand chooses to share. The user, fan or customer can then almost access the real “centre of everything”, and seemingly become a direct part of the message. This enhances the emotional experience, even though the communication is still only electronic and indirect. Then there is the so-called augmented reality - a fairly new tool, currently only common in the mass media. Augmented reality means a real situation, which is enriched by virtual elements that appear in the real world. It is in fact the opposite to virtual reality, transferring virtual elements into the reality - while VR transfers a real person into the virtual world. AR constitutes a very interesting, attractive, and unconventional tool for analysing and explaining sports rules, facts, events, etc. It creates space for more interaction with fans and for sharing backstage and behind-the-scenes information or information on extreme and unusual events which are not visible through normal means. Interesting examples of using augmented reality in sports include the following analyses:

- Tour de France 2018 on TV 2 Denmark⁷,
- China’s CCTV analysis of the free kick, football, FIFA World Cup 2018⁸.

2.4 Connecting Offline and Online

The last chapter is focused on using various tools and kinds of content for connecting the online and offline worlds. The combination of offline and online tools currently seems to be the most effective and attractive element of marketing communication, not only in sports. The online sphere makes it relatively easy to share all kinds of communication quickly, while the offline world provides inimitable emotional experiences

7 *YouTube*. [online]. [2019-09-25]. Available at: <<https://www.youtube.com/>>.

8 *Ibidem*.

of the fans, customers, clients, business partners, etc. Today's ICT makes it possible to use tools that connect these seemingly disparate worlds - either by combining tools mentioned in the previous chapters (2.1 – 2.3) or by providing other technological innovation. Examples from the sports environment and beyond can be found in the following list:

- Coca cola drinkable Ad,
- Coca cola small world machines,
- Samsung Galaxy S4 – 60 minutes,
- Nike: make every yard count (all the examples available on YouTube⁹).

Conclusion

The fans, consumers, customers, clients, and business partners of today have become used to conventional marketing communication, as it is used in the sports environment and outside of it. The result is that they are more critical and less enthusiastic, surprised, and interested when faced with such messages. This paper aims to present both the content and form of current trends and tools that can go beyond conventional marketing communication. They increase the probability of making the end recipient more interested and open to the message. When it comes to content, it is necessary to focus on emotions, on the individual real experience, on glimpses of the backstage and overcoming boundaries. These trends can significantly increase the brand's value and perceived image, as well as the number of loyal fans and customers. To achieve that, it is essential to find the right communication channels and tools, which means especially using the ever-growing variety of technological possibilities. Today's technology makes it possible to combine and connect the real and virtual worlds, using virtual reality, augmented reality, and mobile apps. Even conventional tools, such as photographs, images, infographics, videos, and computer and mobile games are still very useful and easy to share with the target groups. Thanks to this easy shareability, sports subjects' marketing communication can have a higher reach and achieve the right communication goals. All the above-mentioned examples and case studies are available on YouTube¹⁰ and can be accessed using the attached links or key words (the names and descriptions in the paper) or using the attached links to other online servers.

9 *YouTube*. [online]. [2019-09-25]. Available at: <<https://www.youtube.com/>>.

10 *Ibidem*.

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Malý fanoušek F1 žije své poslední dny. Dočkal se unikátního překvapení. [online]. [2019-09-25]. Available at: <<https://gpf1.cz/maly-fanousek-f1-zije-sve-posledni-dny-dockal-se-unikatniho-prekvapeni/>>.

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Contact data:

PhDr. Josef Voráček, Ph.D.
 Charles University in Prague
 Faculty of Physical Education and Sport
 José Martího 269/31
 162 52 Prague 6 – Veleslavín
 CZECH REPUBLIC
 pepino.voracek@gmail.com

SUCCESSFUL MARKETING STRATEGY USING OFFLINE MARKETING TOOLS

Dávid Vrtaňa

Abstract

By the successful marketing strategy enterprises may influence many of the factors determining the purchase of products and services. However, the question arises as to the relationship between the applied marketing strategy and the competition in terms of loyalty and customer loyalty to the brand. It can be argued that success depends not only on the performance of the company, but also on building customer loyalty to the brand through a suitably chosen and applied communication policy using emotional appeal. The use of an emotional appeal in a customer-driven marketing strategy can provide the company with a sustainable competitive advantage and strengthen customer loyalty to the brand. The contribution is subject to analysis and processing of John Lewis data and information. Main objective of this report is to select and apply strategic frameworks based on the theoretical backgrounds of marketing strategy, linking all relevant and available information to John Lewis's marketing strategy. The key to defining the strategy is the analytical part that, based on theoretical knowledge, scientific articles, and other relevant resources, that identifies the success of John Lewis's marketing strategy with the use of an emotional appeal aimed at influencing customers' shopping behavior during Christmas holiday season and then joining its generalization. The report also includes a discussion which provides information on the possible use and application of the chosen strategy, including the identification of risks and limitations that may negatively affect its course and implementation.

Key words:

Innovation. John Lewis. Marketing Campaign. Marketing Strategy.

Introduction

Marketing strategy reflects the way the business performs in relation to the customer and how it influences his purchasing behavior. The current trend is to promote online marketing campaigns that should help businesses promote custom shopping behavior. However, the article points to the offline marketing communication factor. We try to describe the importance of offline marketing campaign respecting current trends of marketing communication. We point out that traditional marketing tools can support custom and impulsive buying behavior of customers. Offline tools should be part of the company's marketing strategy. Among other things is integral

part of the marketing strategy is the company's product, price, distribution and communication policy. Individual policies should be in direct synergy with the established marketing strategy and should reflect its fundamental importance. Marketing strategy can also significantly influence the overall performance of the business as its primary goal should be to increase the sales and consequently to maintain a competitive advantage in connection with customer loyalty to the product or to the enterprise as a whole. According to a study conducted by Taoketao on a sample of 264 Chinese companies, customer loyalty partly mediates the relationship between the established marketing strategy and the performance of the business.¹ Based on the above, it is possible to argue that there is a direct relationship between customer loyalty and the creation of a strategy of marketing in synergy with the performance of the company. A successful example of applying offline marketing tools and customer loyalty to the brand is John Lewis, who is trying to fight competition during Christmas by increasing sales volumes through various marketing activities. These are primarily based on the application of offline marketing tools. In synergy with maintaining and enhancing the competitive advantage of an enterprise, we will build on the strategy defined by Ansoff Matrix. At the present time, John Lewis's very strong and stable position in the market penetration strategy can be perceived. In this respect, the business is continuously strengthening its position through marketing campaigns that form the basis of product penetration in the current markets, especially during the Christmas holiday season.²³

1 Analysis of Successful Marketing Strategy John Lewis Company

In 2009, John Lewis has noticed declining sales as a result of the economic crisis that hit the United Kingdom as well. The economic crisis has had a negative impact on sales, so the company has decided to develop a customer-oriented communication approach since that time. As already

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- 1 TAOKETAO E. et al.: Does sustainability marketing strategy achieve payback profits? A signaling theory perspective. In *Corporate Social Responsibility and Environmental Management*, 2018, Vol. 25, No. 6, p. 1039.
 - 2 SYAGLOVA, V. Y.: Influence of the marketing paradigm's cycles patterns on the global entrepreneurship. In *Ekonomicko-manazerske spectrum*, 2017, Vol. 11, No. 1, p. 49.
 - 3 FOX, M. A.: Drive-in Theatres, Technology, and Cultural Change. In *Economics Management, and Financial Markets*, 2018, Vol. 13, No. 2, p. 25.

mentioned in the introduction, John Lewis's successful marketing strategy is enhanced by the marketing communications during the Christmas holiday season. John Lewis is a chain of luxury department stores mainly in the UK where in 2018 company recorded a total of 51 opened department stores.⁴ John Lewis also acts as a partner enterprise towards his employees (also defined as employee-owned enterprise). This means that each employee of John Lewis department stores chain is a business associate of the enterprise, from which he can benefit from a share of the company's annual profit. The share of profits attributable to a specific employee is calculated as a percentage of the salary allocated to each employee, from senior management to employees working in workshops and warehouses. Percentage allocation is averaged between 9 and 20% on the basis of annual turnover. Other benefits of John Lewis's employee partnership are influencing business, sharing and solving various problems, an effective retirement system, or beneficial insurance. Stated partnership also provides employees with an advantage in the form of a 6-month holiday. The company designates it such as "long leave". In 2018, company recorded 83,000 partners (employees) with 51 outlets across the UK (37 department stores, 12 John Lewis at home and 2 shops at St. Pancras International and Heathrow Terminal). In this context, the enterprise has even issued and integrated a written "constitution" which defines the principles, management system and overall management rules of John Lewis's business management.⁵

1.1 Marketing Communication of John Lewis Company

The marketing communication of the business is very important for the enterprise and it's primarily based on the creation and publication of annual advertising during Christmas holidays. Through these ads, this enterprise has become world-known and its tradition has been dated since 2007, since when it has been running a new marketing campaign every year to point out the solution to a social problem that resonates most of the time. However, the main goal of each campaign is to help promote the company, thus becoming more competitive on the market, acquiring new customers and maintaining the regular ones. During the Christmas holiday season, company uses various communication

4 *John Lewis Company. Information about company.* [online]. [2019-09-20]. Available at: <<https://www.johnlewispartnership.co.uk/>>.

5 *Department Stores. John Lewis & Partners Store Locator.* [online]. [2019-09-21]. Available at: <<https://www.johnlewis.com/our-shops>>.

tools to promote it, which are an immediate part of the newly-created campaign. Created campaign always has its name, and it also includes ad spots through which it tries to emotionally act on the customer.⁶ The overall marketing campaign completes the emotional story of a deeper idea, emphasizing current social or global problem on a global scale. Individual marketing campaigns are considered the “most anticipated” campaign of the year and have been known worldwide since 2009. For that very reason it is important to consider the focus on advertising spots of the company as a key to completing a successful marketing campaign. An ad spots containing the story’s emotion are created by the company in collaboration with nonprofit organizations. Individual campaigns have been produced by the company since 2007, but do not record success by 2009. However, they did since 2009, when advertising spots became a tradition, and since that period they have been launched every year regularly in November (usually in the interval from 6 to 15/11 of the given year), so the company wants to point out that the Christmas season is approaching and customers should not forget about that holiday and that John Lewis is just the right one where customers can buy everything they need in one place. The fact that the campaigns are successful is also proven by the numerical facts listed in the following table. In addition to an information about campaign launching dates, campaign budget also includes the number of social-network sharings and views in each year.⁷

Table 1: Overview of the John Lewis’ marketing campaigns since 2007

Year	Campaign name	Launching date	Campaign budget	Views on YouTube
2009	Sweet Child Of Mine	16.11.2009	5 mil. £	214 823
2010	A Tribute To Givers	12.11.2010	5 mil. £	286 942
2011	The Long Wait	11.11.2011	6 mil. £	7 551 983
2012	The Journey	09.11.2012	6 mil. £	6 158 938
2013	The Bear and the Hare	10.11.2013	7 mil. £	15 968 741
2014	Monty The Penguin	06.11.2014	7 mil. £	25 666 915
2015	Man On The Moon	06.11.2015	7 mil. £	29 570 038
2016	Buster TheBoxer	10.11.2016	1 mil. £	27 952 435

6 DUDOVSKJY, J.: *John Lewis Marketing Plan*. [online]. [2019-09-20]. Available at: <<http://research-methodology.net/john-lewis-marketing-plan/>>.

7 HAMMETT, E.: *John Lewis boss on why the Christmas ad is still ‘incredibly important’*. [online]. [2019-09-19]. Available at: <<https://www.marketingweek.com/john-lewis-christmas-sales-elton-john/>>.

2017	Moz TheMonster	15.11.2017	5 mil. £	10 290 000
2018	Elton John Lewis	14.11.2018	6 mil. £	12 821 909 ⁸

Source: Own processing

In addition to the social point emphasized by the ad, it is always accompanied by songs that have reached the top of the UK Singles Chart in that year. For example, in 2010, it was Ellie Goulding's Song Your Song, 2013 was the voice of the Lily Allen campaign, Tom Zeel was made in 2014, and Elton John was in 2018 with Your Song. Using songs by well-known singers as well as their direct placement in a campaign (like the 2018 campaign) can lead to more effective sales stimulation.⁹ Table 1 lists the number of individual marketing campaigns. Among other things, there are the number of views on the YouTube social network that can be considered an indicator of success. From Table 1, it can be seen that John Lewis's most successful campaign was the Man On The Moon campaign of 2015. This campaign was released by the company on November 6, 2015, and is currently rated as a more engaging campaign that seeks to target customer sentiment. Campaign emphasize the loneliness of the elderly as a whole-community problem, which is most evident in the Christmas period. The campaign aimed to raise awareness that the loneliness of elderly people is becoming a major socio-economic problem, and according to statistics, more than one million single-elderly people are affected by the statistics. Another goal of the campaign was to increase sales over the past year, and John Lewis said: "If you've loved our campaign, you'll also love our collection of Men's Months, such as pyjamas, binoculars, mugs, and so on." However, the target was confirmed as the company reached net income of £ 9,027 million in 2014 and reached £ 9,701 million in 2015 (after the Man On The Moon campaign).¹⁰ John Lewis's Christmas advertising tradition has been in existence for several years, and Hunffington Post has said that between

8 Remark by the author: Number of the views in 2018 is dated since 4.1.2019.

9 HAMMETT, E.: *John Lewis ditches traditional Christmas add for Elton John biopic*. [online]. [2019-09-19]. Available at: <<https://www.marketingweek.com/john-lewis-elton-john-christmas-advertising/>>.

10 BOLD, B.: *John Lewis Christmas ads 2007 to 2015: from humble roots to national event*. [online]. [2019-09-21]. Available at: <https://www.campaignlive.co.uk/article/john-lewis-christmas-ads-2007-2015-humble-roots-national-event/1320008?src_site=marketingmagazine>.

2009 and 2011, these ads have sold more than a billion pounds to the department store. In 2013, sales increased by as much as 7%.¹¹

2 Discussion

The analytical part of the article focused on evaluating the marketing communication of John Lewis company using offline marketing tools. In this article we wanted to point out that by using traditional tools, the company can be successful and have a strong market position. Taoeketao et al. and Syaglova claims that marketing communication is very important for the next company future. Based on the data found, it is possible to confirm John Lewis's identified growth strategy (market penetration and market development) with use traditional offline marketing tools. In terms of creating emotionally acting ads, an enterprise seeks to target current products to current markets, which reflects the basic growth strategy of market penetration. An essential part of the market penetration strategy is a communication strategy whose primary goal is to stimulate sales, acquire new customers, and maintain customer loyalty to spend more time in a business house. This strategy has already been actively pursued by the company since 2009, when the key season became Christmas Holidays, where the company recorded the largest percentage of annual sales on average 40% and 20% of the annual profit.¹² Since then, the company has consistently applied traditional marketing tools in the form of offline tools. They can be seen as successful every year, and therefore the fact that the John Lewis company is creating the most anticipated campaigns of the year confirms the use of offline tools.

The principle of the communication strategy lies in the creation of a campaign based video that is being broadcasted in the form of an advertising spot in the UK in the pre-Christmas period. Spot is always thematic and tries to point to a social problem by highlighting a strong story to create positive emotional memories in the minds of customers

11 DUNCAN A.: *The John Lewis Christmas advert 2015 is here – and the Man On The Moon will make you weep*. [online]. [2019-09-20]. Available at: <<https://metro.co.uk/2015/11/06/the-john-lewis-christmas-advert-2015-is-here-and-the-man-on-the-moon-will-make-you-weep-5482815/#ixzz3ssf61079>>.

12 HAVU, K.: The EU Digital Single Market from a Consumer Standpoint: How Do Promises Meet Means?. In *Contemporary Readings in Law and Social Justice*, 2017, Vol. 9, No. 2, p. 146.

that should lead to the achievement of the set goals of the enterprise. In connection with the created advertising spot, the company also creates various products, which are subsequently sold in stone sales are created various products that the company sells in its stores and e-shops. Company also engages in emotion at the point of sale in an intensive way, by adjusting the store in the style of the current campaign. In addition to the communication strategy, the enterprise also applies the market development strategy, which is based on the basic framework of the Ansoff matrix. In the context of market development, it is possible to talk about a global strategy through which an enterprise seeks to expand with products on the Chinese market. The primary objective of the strategy is to achieve an annual growth rate of at least 18% on international markets.¹³ The secondary objective is to secure revenues from international markets on average by 45% of the total revenues of the company. The company's tertiary goal is to reach the top three world retailers by 2020. In the context of meeting the secondary and secondary targets, the company will secure an annual growth rate of 18% to meet the primary objective. This strategy is based on the exact targeting of customers in the Chinese market, a male or female aged 25-45, who have significantly increased owl revenues in recent years. In the Chinese market, the company wants to make the mark associated with a certain social status and prestige of a person.¹⁴ In the new emerging market, an enterprise will apply an already existing communication strategy that will try to get the brand into the awareness of customers mainly with emotionally acting spots. In this regard, it is possible to see the linking of both strategies, where the company will effectively implement the current communication strategy applied in the current markets through the global strategy in the emerging market. In connection with a combination of strategies, certain risks may arise, respectively. restrictions.¹⁵ The problem of communication on the global market may be the content of an advertising spot that can be misunderstood by Chinese consumers due to cultural differences. One of these differences

13 MAJEROVA, J.: Analysis of Slovak consumer's perception of the green marketing activities. In *Procedia – Economics and finance*, 2015, Vol. 26, No. 1, p. 553.

14 PONSIGLIONE, C. et al.: An Analytic Hierarchy Process Based Approach for Indirect Labour Cost Allocation. In *International Journal of Industrial Engineering and Management*, 2018, Vol. 9, No. 1, p. 44.

15 STONKUTE, E., VVEINHARDT, J., SROKA, W.: Training the CSR Sensitive Mind-Set: The Integration of CSR into the Training of Business Administration Professionals. In *Sustainability*, 2018, Vol. 10, No. 1, p. 754.

may be religious belief, as in China religions predominantly predominate as Buddhism, Islam and original Chinese Taoism. Krizanova et al. also shares this view.¹⁶

Conclusion

From John Lewis's above-described strategies and marketing communications, it can be argued that the current communication strategy is the key to the company for its further expansion and international adaptation. The main principle of the communication strategy is the high cost of campaigning, emotionally generated and acting advertising, targeted communication with the market, including targeting to current and potential customers. Based on this, it is possible to express the view that the traditional application of offline marketing tools is still effective and can stimulate sales and support branding globally. The principle of the global strategy is to succeed on international markets and, in the context of the communication strategy, to constantly contribute by raising awareness and building a brand name in a market environment, as emphasized by Kliestik et al.¹⁷ Through this principle, the company will contribute by building the customer verosity and gaining the competitive advantage. A Krizanova et. al¹⁸ claims that a marketing strategy can have a competitive advantage for the company. Kliestik and Majerova also agree with this view. These strategies (communicational and global) contribute to the overall success of John Lewis's marketing strategy towards consumers and other competing businesses.

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Contact data:

Ing. David Vrtaňa
 University of Žilina
 Faculty of Operation and Economics of Transport and Communication
 Univerzitna 8215/1
 010 26 Žilina
 SLOVAK REPUBLIC
 david.vrtana@fpedas.uniza.sk



Section 2:
**CONSUMER
BEHAVIOUR**



OFFLINE IS THE NEW ONLINE

NEW CONSUMER GENERATION WANT TO STAY ONLINE

Pavel Beňo

Abstract

How to change marketing in Physics, Chemistry and Sciences education? We have been asking ourselves this question for a long time. The main impact is in the development of new technologies, where emphasis is given on that everything is going to be online. The interest to come to the laboratory, build an experiment and gain knowledge had lowered significantly. That is why it is necessary to approach the new generation differently. The new approach in the teaching of sciences wind to us in the form of building Remote Laboratories (RLs). RLs, thereby are always connected to the internet, they open the door for our students, our young generation to sciences. The propagation of our RLs is worldwide and our laboratories was part of the world's best. In this way we are coming in touch with young generation closer, however how to provide to them sufficient amount of information, to engage enough that they start to use it? Traditional methods of marketing failed, so we are left with new methods, which are online positive. Our marketing strategy built on the usage of Cloud Computing services intrigue the young generation more and more. So, what are sciences, physics or chemistry, which are in cloud?

Key words:

Cloud Computing. Consumer Behaviour. Laboratory of Physics. Remote Laboratory. Remote Laboratory as a Service. Thin Client.

Introduction

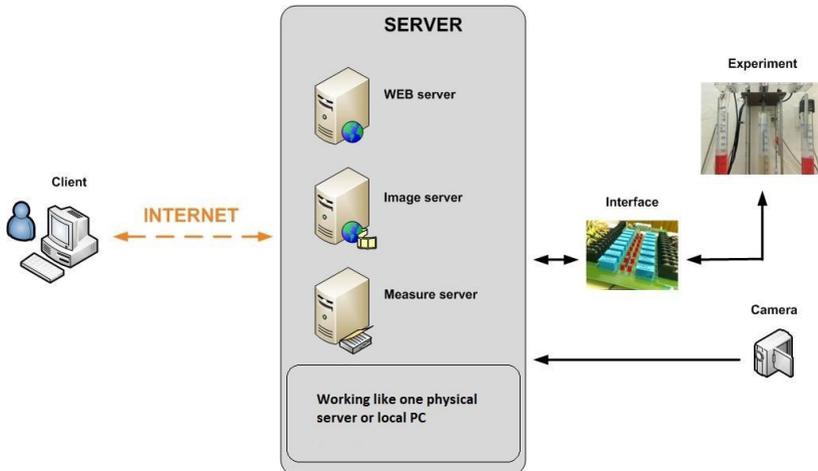
The whole world is getting used to informatization. Informatization interfere into every area of peoples happening. Also, informatization worked its way into education and research process. It is more and more wanted and our new, young generation requests more and more to be all the things online. Obviously, it is a taxation for development and as the technology grows. If young generation does not have anything online, it is not only willing to give it an attention. Of course, it is not always positive but every areas of interests need to in some way keep up with this trend. In some way or another, informatization affected the process of learning subjects as physics or chemistry. For this are used Remote Experiments (RE) or Remote laboratories (RL), which is even more on point name. RLs start up mainly for purposes, which are:

- **Relax time constraints** – adapting to pace of each student, if there was insufficient time in lab;

- **Relax geographical constraints** – disregarding the physical locality of the student;
- **Economies of scale** – as sharing labs allows sharing of large fixed costs of traditional buildings;
- **Improve quality of experiment** – as it can be repeated to clarify doubtful measurements in lab;
- **Improve effectiveness** – as student may improve effectiveness of time spent at lab by rehearsal;
- **Improved safety and security** – as no risk of catastrophic failure.

1 Internet School Experimental System

We are trying to keep up with this in providing remote laboratories for science and educational process. Remote laboratories upraise from hands-on laboratories, which are connected to PC and moreover are capable of providing the information in digital form. Very briefly said, we are measuring data and provide them through Internet (Picture 1).



Picture 1: Block diagram of Remote Experiment

Source: Own processing

When we look at the picture carefully, it can be seen that in one side the client come through internet and on the other side, it is placed a classical physical experiment (RE). That one (RE) is connected to the PC through Internet School Experimental System (ISES)¹ and transducer card, analog-digital/digital-analog (ADDA). By this way, the data are being transferred to the PC, which are processed and measured by the Measure server (MS). MS provide them through WEB server straight to client, which can control given RE. On their screen, clients can see the course of the measurement alone, as it was situated right in the laboratory. Demonstration of this type of interface is on Picture 2, where there is experiment on Free fall².



Picture 2: Example of Remote Laboratory – Free Fall

Source: Own processing

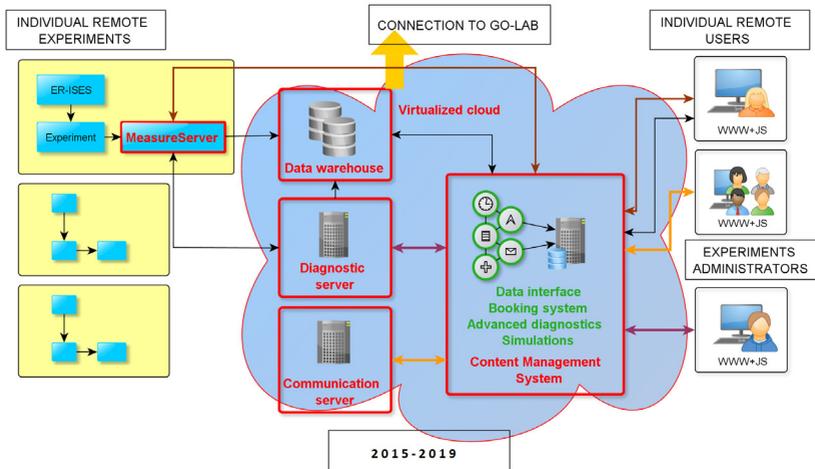
- 1 LUSTIG, F. et al.: Real Interactive Physics Experiments with Data Collection and Transfer across Internet. In *12th international Conference on Multimedia in Physics Teaching and Learning*. Wrocław : FOI ITHEA, 2007, p. 5. [online]. [2019-10-03]. Available at: <https://www.researchgate.net/publication/237232820_Real_Interactive_Physics_Experiments_with_Data_Collection_and_Transfer_across_Internet>.
- 2 BENO, P., SCHAUER, F.: Remote Laboratory Management Center REMLABNET embedded in university network – security and redundancy aspects. In MOKRYŠ, M., BADURA, Š. (eds.): *The 6th International Virtual Scientific Conference on Informatics and Management Sciences*. Žilina : EDIS – Publishing Institution of the University of Žilina, 2017, p. 92

To picture what is happening in RL, camera and Image server are used. Camera shoot changing parts of RE. This can be moving parts (pendulum, engine, ball, etc.) or light or different signals (LED, measuring devices, etc.). In the case of Free Fall, it can be seen on the camera how the engine lifts the steel ball in glass barrel and after the launch of experiment how this one falls down through sensors situated on the glass barrel.

2 Remote Laboratory Management System and Cloud Computing

In consideration of the big amount of RLs, we accomplished the state, when it was necessary to move the management and administration of data into one point. For this we built Remote Laboratory Management System (RLMS) and we called it REMLABNET³⁴⁵⁶. In the biggest boom of building RLs, we had REMLABNET connected to more than 40 RLs and we were the part of the world's best⁷. All of the functionalities of REMLABNET are composed in virtual cloud (see Picture 3) with components needed to communication with usage of Cloud Computing (CC) technology. Every server, which is needed in RLMS works as virtual machine, with its specific operation system and specifically and safely setup communication. This setup system is simple on the run and significantly simplifies the management.

- 3 SCHAUER F. et al.: REMLABNET – open remote laboratory management system for e-experiments. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. Porto : IEEE, 2014, p. 269.
- 4 SCHAUER F. et al.: REMLABNET II – open remote laboratory management system for University and secondary schools research based teaching. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. Bangkok : IEEE, 2015, p. 239.
- 5 SCHAUER F. et al.: REMLABNET III – federated remote laboratory management system for University and secondary schools. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. Madrid : IEEE, 2016, p. 238.
- 6 SCHAUER F. et al.: REMLABNET IV – LTI federated laboratory management system with embedded multiparameter simulations. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. New York : IEEE, 2017, p. 340.
- 7 MATARRITA, C. A., CONCARI, S. B.: Remote laboratories used in physics teaching: a state of the art. In AUER M. E. et al. (ed.): *13th International Conference on Remote Engineering and Virtual Instrumentation (REV)*. Madrid : IEEE, 2016, p. 376.



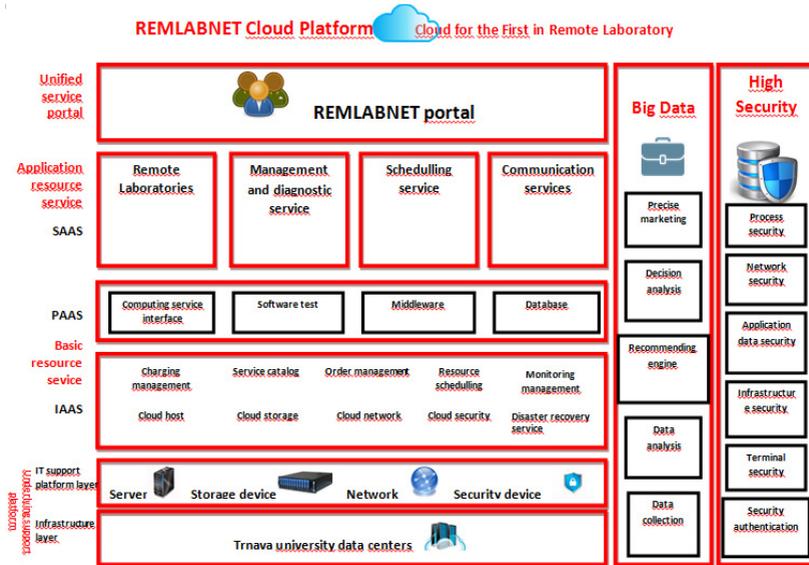
Picture 3: REMLABNET - own design

Source: Own processing

Our CC concept⁸ is depicted in the picture 4. CC involves every needed part for communication, where every server and every part is using take advantage of virtualization and abide the security and security standards. In the frame of physical composition and placing single parts of complex REMLABNET, we can talk about big cloud, which is spread in present between multiple DTCs and it built in the way, that it can be spread on the huge part of the land of European union (EU) in the frame of federalization. Looking at picture 4, we see our cloud design with its main blocks, which contains the necessary components to make the cloud fully functional and reliable. First of all, we can divide the CC cells into three basic columns. The first two from the right called High Security and BigData were supposed to be an extension of the basic cloud solution. Nowadays, only High Security is in operation, which is also part of this dissertation. This block contains the most important security blocks that we had to secure during implementation. Process security is a part where we define our main processes that need to be protected. Our main processes are the communication interfaces of individual RLs, and we must protect them, as these are our largest assets. Network security is managed from a University environment, but REMLABNET also uses the network settings above the University's measures. Application data security ensures security at the REMLABNET data level, its storage and individual accesses. Infrastructure security is a block that we use to secure the complete

8 BEŇO, P.: Cloud Computing Concept for Digital Consumers. In HORSKÁ E., KAPSDORFEROVÁ Z., HALLOVÁ M. (eds.): *International Scientific Days 2018. Towards Productive, Sustainable and Resilient Global Agriculture and Food Systems. Conference Proceedings*. Nitra : Wolters Kluwer, 2018, p. 2106

REMLABNET infrastructure, including its physical security. Terminal security is a block that handles security on a thin client level. Security authentication is the last block to ensure correct and secure access of clients and administrators.



Picture 4: REMLABNET - Cloud computing concept

Source: Own processing

The second Big Data block was to be solved by my colleague, but after three years he gave up, and so we are still looking for a new doctoral student in this area. We consider it not as a boy, but certainly for the benefit of our cloud solutions. The last big block I designed is the cloud itself, which may work without the expansion blocks, but it would be more vulnerable than anyone else's call. If we look closely at this block, we can see its progress. So, let's go from bottom to top. First of all, we can talk into DTCs. In the case of REMLABNET, it is one of the DTCs used within Trnava University in Trnava. We have already written that these DTCs are geographically separated and hence security is increased by mirroring the main servers required for operation. If the requirements were met, these DTCs could be expanded further to increase the possibility of the entire cloud. Another block I mention is the HW itself, where it is unnecessary to pause, because the cloud can run on any HW platform. Both mentioned blocks are often a kind of Underlying support platform. We have already written that these DTCs are geographically separated and hence security is increased by mirroring the main servers

required for operation. If the requirements were met, these DTCs could be expanded further to increase the possibility of the entire cloud. Another block I mention is the HW itself, where it is unnecessary to pause, because the cloud can run on any HW platform. Both mentioned blocks are often a kind of Underlying support platform.

The next two blocks are Basic resource service (BRS). BRS is basically the aggregate name we introduced for IaaS and PaaS. Since we do not and cannot provide these services as a public institution, they are merely a supporting component. IaaS contains mainly blocks such as Charging management for basic HW administration; Service catalog for established services is not used; Order management, which is currently not used, but we counted with it; Resource Scheduling for scheduling HW resources; Monitoring management for cloud oversight; The cloud host was to serve to ensure the use of individual hosts within the infrastructure; Cloud storage for creating storage space; cloud network is a service we do not currently use; Cloud security is the ability to provide security for our clients as a service, and Disaster Recovery Service is an internal service serving within the backup and recovery in the event of a crash. In the case of PaaS, the main blocks are the Computing service interface, which serves as an opportunity to use the computational performance of DTCs; Software test provides the possibility of a test interface for case tests within the scope of application development, interfaces for RLs and the like; Middleware is a block serving solely as an interface and Database provides the ability to use database as a service, which we basically do not use for clients, but only for our own needs REMLABNET. Another big part of our cloud is Application resource service, which is part of SaaS. This includes in particular Remote Laboratories, which we provide as a service through REMLABNET; Management and diagnostic service enabling the use of servers and RLs security services; Scheduling service currently unused module created by our former colleague to secure access to RLs when needed; Communication services is a module for creating virtual classes and communication between teacher and pupils, between pupils with each other or even between individual classes. At the highest level is the Unified service portal, through which the system is accessed. For clients and administrators, it is REMLABNET interface with their rights and accesses, which are set within the system.

3 Federalization of Remote Laboratories in EU

Our system REMLABNET is connected to system SCOPES, as a part of the project of Swiss National Science Foundation (SNSF) and Swiss Agency for Development and Co-operation (SDC). Schematically this connection is depicted in Picture 3, where in the upper area it can be seen the arrow of connection onto Go-Lab. In this way, REMLABNET is connected or as in the frame of SCOPES, we say, federalized with Global Online Science Labs or Inquiry Learning at School (Go-Lab⁹ project EU FP7) through HTTP plug-in¹⁰ for Smart Gateway. This HTTP plugin server works as web service. Remote experimentation through Go-Lab include a big number of laboratories accessible through Internet with the possibility of direct communication with sensors and actuating components.

Conclusion

Implementing such a robust system would not be necessary unless the market required it. Yes, it is important to note that a student as a new generation who has already been born with a smartphone and notebook in hand does not feel the need to explore and link experiments, but their experimentation is closely tied to available Internet resources. Taking the benefits of RLs, in addition to the aforementioned as timesaving, saving of financials for lab-building or mutual-sharing laboratory. The great success is that the younger generation has at least pursued these ways of exploring and experimenting, acquiring natural science skills. This area is very neglected nowadays and the younger generation is not interested in what can result in the global fall not only in engineering, science and research but also in the global economy. Development will stop, which will ultimately affect all areas. That is why we are looking for new methods to revitalize the young generation's interest in natural science, research and technology.

Acknowledgement: Thanks to Faculty of Applied Informatics at Tomas Bata University in Zlín and especially to Prof. Dr. Frantisek Schauer, DSc. for many information and cooperation.

9 *Global Online Science Labs for Inquiry Learning at School.* [online]. [2019-10-02]. Available at: <https://nextlab.golabz.eu/sites/project/files/inline-files/Go-Lab_D4.7-%28M33%29.pdf>.

10 *Go-Lab.* [online]. [2019-10-02] Available at: <<http://www.golabz.eu>>.

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BEŇO, P.: Cloud Computing Concept for Digital Consumers. In HORSKÁ E., KAPSDORFEROVÁ Z., HALLOVÁ M. (eds.): *International Scientific Days 2018. Towards Productive, Sustainable and Resilient Global Agriculture and Food Systems. Conference Proceedings*. Nitra : Wolters Kluwer, 2018, p. 2104-2109

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MATARRITA, C. A., CONCARI, S. B.: Remote laboratories used in physics teaching: a state of the art. In AUER M. E. et al. (ed.): *13th International Conference on Remote Engineering and Virtual Instrumentation (REV)*. Madrid : IEEE, 2016, p. 376-381.

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SCHAUER F. et al.: REMLABNET II – open remote laboratory management system for University and secondary schools research based teaching. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. Bangkok : IEEE, 2015, p. 239-242.

SCHAUER F. et al.: REMLABNET III – federated remote laboratory management system for University and secondary schools. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. Madrid : IEEE, 2016, p. 238-241.

SCHAUER F. et al.: REMLABNET IV – LTI federated laboratory management system with embedded multiparameter simulations. In AUER M. E. et al. (ed.): *International Conference on remote laboratory and virtual instrumentation*. New York : IEEE, 2017, p. 340-350.

Contact data:

MSc. Pavel Beňo

Tomas Bata University in Zlín

Faculty of Applied Informatics

Nad Stráněmi 4511

760 05 Zlín

CZECH REPUBLIC

pavel.beno@truni.sk

EVALUATION OF CUSTOMER LOYALTY AND SATISFACTION – THE MATRIX APPROACH

Grzegorz Biesok – Jolanta Wyród-Wróbel

Abstract

The purpose of this paper is to compare two matrix methods of evaluation and visualisation customer survey results: Satisfaction-Loyalty Matrix (SLM) and eNPS (Employee Net Promoters Score) Matrix. Although eNPS is a method used in employee research, the authors decided to applicate it in a marketing research. The analysis was performed basing on a survey on supermarkets' clients in southern Poland. The data was used to generate the matrices and to calculate several indicators describing customer satisfaction and loyalty (e.g. Reichheld's NPS, eNPS, tendency strength indicator, Apostles/Promoters fraction). Comparing them the authors showed similarities and differences between concerned methods. The Paper shows the practical application of matrix methods and describes their advantages and disadvantages. Thus it may facilitate the selection of appropriate form of matrix method used in customer satisfaction surveys. It may be useful in future studies on different variations of matrix methods and their wider use in marketing research.

Key words:

Consumer Research. Customer Loyalty. Customer Satisfaction. Customer Satisfaction Surveys. Matrix Methods.

Introduction

The basis of the functioning of modern enterprises is knowledge not only about their competitiveness on the market, applied innovations, financial condition but also knowledge about customer satisfaction and loyalty. Acquiring a group of satisfied and loyal customers takes time. Knowledge of their needs, expectations and satisfactions should always be current and reliable. Customer satisfaction is the company's success and customer loyalty is the future of the organization. Thus customer satisfaction and loyalty are the subject of researches and the contents of many scientific publications. These constructs are studied by various researchers in relation to various industries or aspects of consumer behaviour. High satisfaction brings many advantages to enterprise. It depends on many mutually interrelated factors (quality of product, price, advertisement etc.). Some factors only prevent dissatisfaction, while the others directly shape satisfaction. Knowledge about the factors and/or variables that shape/affect customer satisfaction/loyalty and

which are their effect/results is a prerequisite for business success. Customer satisfaction is one of the major determinants of customer loyalty¹. Researches confirm that relation between customer satisfaction and customer loyalty exists². However, it should be pointed that both concepts are not equivalent. Researches carried out by various research, published by various scientists, provide very extensive knowledge about customer satisfaction and loyalty. Thanks to it, it is possible to indicate factors determining customer satisfaction (perceived quality, value, expectations) and its effects e.g. loyalty. Relations between satisfaction and loyalty can be examined e.g. with structural path modelling. However, this method requires a lot of time and great involvement of the researcher. In the opposite, matrix methods, presented in the paper, belong to simple analytical methods.

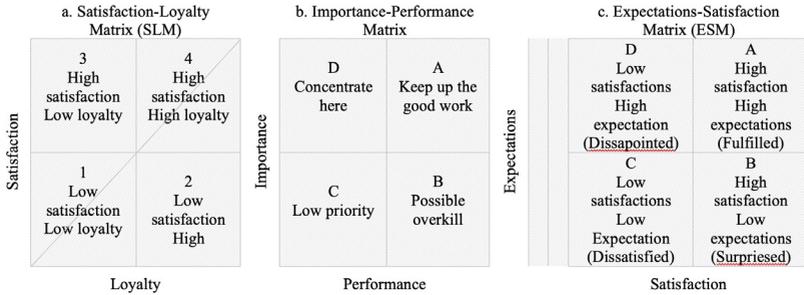
1 Customer Satisfaction and Loyalty Matrix

One of the aims of customer satisfaction and loyalty research is to provide tools enabling them to understand the factors that influence on customer purchasing decisions and helping them determine subsequent business decisions and formulate future development strategies³. In these case

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- 1 FORNELL, C. et al.: The American Customer Satisfaction Index: Nature, Purpose, and Findings. In *Journal of Marketing*, 1996, Vol. 60, No. 4, p. 9.; ANDERSON, R. E., SRINIVASAN, S. S.: E-Satisfaction and E-Loyalty: A Contingency Framework. In *Psychology & Marketing*, 2003, Vol. 20, No. 2, p. 124.
 - 2 BELÁS, J., GABČOVÁ, L.: The relationship among customer satisfaction, loyalty and financial performance of commercial banks. In *Ekonomie a Management*, 2016, Vol. 19, No. 1, p. 144. [online]. [2019-09-10]. Available at: <<http://dx.doi.org/10.15240/tul/001/2016-1-010>>; MUNARI, L., IELASI, F., BAJETTA, L.: Customer Satisfaction Management in Italian Banks. In *Qualitative Research in Financial Markets*, 2013, Vol. 5, No. 2, p. 143.; GELADE, G. A., YOUNG, S.: Test of a service profit chain model in the retail banking sector. In *Journal of Occupational and Organizational Psychology*, 2005, Vol. 78, No. 1, p. 2. [online]. [2019-09-09]. Available at: <http://www.business-analytic.co.uk/_media/testing-the-service-profit-chain.pdf>; LIN, H. H., WANG, Y. S.: An examination of the determinants of customer loyalty in mobile commerce contexts. In *Information & Management*, 2006, Vol. 43, No. 3, p. 271.
 - 3 SKOWRON, Ł.: Badania satysfakcji i lojalności klientów w różnych sektorach gospodarczych. In MAZUREK-ŁOPACIŃSKA, K. SOBOCIŃSKA M. (eds.): *Badania marketingowe w zarządzaniu przedsiębiorstwem. Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu 237*. Wrocław : Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, 2011, p. 179.

matrix methods can be helpful in making strategic decisions. Matrix methods are one of the simplest and least time-consuming methods of analysing customer satisfaction and loyalty. Thanks to them, the results obtained in a customer survey can be easily visualised and interpreted. These methods can help in making strategic decisions, but since they are simple, one cannot treat them as conclusive source of information and must use them with caution. The main assumption of matrix methods is the measurement of two variables. Combinations of variable pairs can be varied and adapted to the needs of the enterprise, market, customer etc. Used variables may interact with each other (e.g. customer satisfaction-loyalty, satisfaction-expectations) or not (e.g. importance-performance in the Importance-Performance Analysis – IPA). The measurement results are presented on a two-dimensional matrix. The matrix is divided into decision fields (usually 4 fields). Location of measurement results, respectively their concentration in a specified field leads to appropriate conclusions and decisions. Examples of such matrices are presented in Picture 1. All these matrices are divided in to four fields (quadrants). Content of each quadrant suggests a different marketing strategy or recommendation. Part 1a presents Satisfaction-Loyalty Matrix (SLM). Here each quadrant specifies separate group of customers. The diagonal line, proposed by A. Aktepe et al.⁴, shows the target of strategies which aims to create customer retention in 4th group. The IPA Matrix (picture 1b) – in a classic approach proposed by J. Martilla and J. James⁵ – is also divided into four decision fields, however, this method had many variations in which the division and interpretation of matrix fields may differ. The different approaches for the matrix division were proposed by many authors: e.g. G. Biesok and J. Wyród-Wróbel⁶, D. R. Bacon⁷, J. Abalo et al.⁸. Picture 1c illustrate the Expectations-Satisfaction Matrix (ESM). This matrix also divides customers into groups – these groups were named on the picture.

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- 4 AKTEPE, A., ERSÖZ, S., TOKLU, B.: Customer satisfaction and loyalty analysis with classification algorithms and Structural Equation Modeling. In *Computers & Industrial Engineering*, 2015, Vol. 86, No. 1, p. 96-97.
 - 5 MARTILLA J., JAMES, J.: Importance-Performance analysis. In *Journal of Marketing*, 1977, Vol. 41, No. 1, p. 78.
 - 6 BIESOK, G., WYRÓD-WRÓBEL, J.: Podejścia do analizy IPA w badaniach satysfakcji klienta. In *Problemy Jakości*, 2015, Vol. 47, No. 6, p. 30.
 - 7 BACON, D. R.: A comparison of approaches to Importance-Performance Analysis. In *International Journal of Market Research*, 2003, Vol. 45, No. 1, p. 1-15.
 - 8 ABALO, J., VARELA, J., MANZANO, V.: Importance values for Importance-Performance Analysis: A formula for spreading out values derived from preference rankings. In *Journal of Business Research*, 2007, Vol. 60, No. 2, p. 116.



Picture 1: Examples of matrices

Source: AKTEPE, A., ERSÖZ, S., TOKLU, B.: Customer satisfaction and loyalty analysis with classification algorithms and Structural Equation Modeling. In *Computers & Industrial Engineering*, 2015, Vol. 86, p. 96-97.; MARTILLA J., JAMES, J.: Importance-Performance analysis. In *Journal of Marketing*, 1977, Vol. 41, No. 1, p. 78.; BIESOK, G., WYRÓD-WRÓBEL, J.: Metodologia macierzy satysfakcja- lojalność i oczekiwania-satysfakcja wykorzystywanych w badaniach zadowolenia klienta. In *Zeszyty Naukowe Politechniki Śląskiej. Organizacja i Zarządzanie*, 2018, Vol. 131, No. 1, p. 29. [online]. [2019-09-12]. Available at: <<https://www.polsl.pl/Wydzialy/ROZ/ZN/Documents/zeszyt%20131/Biesiok,%20Wyr%C3%B3d-Wr%C3%B3bel.pdf>>.

Matrices can be created in various ways. The selection of its dimensions (used variables) can be any. Table 1 shows a combination of various sets of variables that can be used in customer satisfaction and loyalty surveys.

Table 1: The combinations of variables in matrices

Dimensions (Variables)	
Customer satisfaction	Loyalty
Expectation	Satisfaction
Service quality	Loyalty
Satisfaction	Loyalty
Satisfaction	Complaints
Satisfaction	Business results/financial success
Perceived value	Satisfaction
Perceived quality	Satisfaction
Image	Satisfaction
Image	Loyalty

Source: BIESOK, G., WYRÓD-WRÓBEL, J.: Metodologia macierzy satysfakcja- lojalność i oczekiwania-satysfakcja wykorzystywanych w badaniach zadowolenia

klienta. In *Zeszyty Naukowe Politechniki Śląskiej. Organizacja i Zarządzanie*, 2018, Vol. 131, No. 1, p. 30. [online]. [2019-09-12]. Available at: <<https://www.polsl.pl/Wydzialy/ROZ/ZN/Documents/zeszyt%20131/Biesiok,%20Wyr%C3%B3d-Wr%C3%B3bel.pdf>>.

An interesting matrix concept was proposed by P. Chan⁹ and A. Song¹⁰. They suggested an interesting combination of the Net Promoter Score (NPS) with employee satisfaction. This way, the eNPS (Employee Net Promoter Score) Matrix was created. The NPS¹¹ is well-known and commonly used indicator that directly relates to customer loyalty. Its originator, F. Reichheld¹² describes the Net-Promoter score as a measure that both reflects „the emotional and the rational dimensions” of the relationship between the customer and the company. As notice D. Schneider et al.¹³ for many business leaders the Net-Promoter score is a useful tool to guide business decisions.

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- 9 CHAN, P.: *The Employee Net Promoter Score: A new metric for assessing your workforce engagement profile*. [online]. [2019-09-16]. Available at: <https://cdn.ymaws.com/ncci-cu.site-ym.com/resource/resmgr/files/Conference_Presentations/2017_Conference_Presentations/The_Employee_Net_Promoter_Sc.pdf>.
 - 10 SONG, A.: *The Employee Net Promoter Score: A new metric for assessing your workforce engagement profile*. [online]. [2019-09-16]. Available at: <<http://uknowledgeshare.com/wp-content/uploads/The-Employee-Net-Promoter-Score-a-New-Metric-for-Assessing-Your-Workforce-Engagement-Profile.pdf>>.
 - 11 REICHHELD, F. F.: *The One Number You Need to Grow*. In *Harvard Business Review*, 2003, Vol. 81, No. 12, p. 46-55.
 - 12 REICHHELD, F. F., MARKEY, B.: *The Ultimate Question 2.0. How NET Promoter Companies Thrive in a Customer Driven Word*. Boston Massachusetts : Harvard Business Review Press, 2011. p. 50.
 - 13 SCHNEIDER, D. et al.: *Measuring Customer Satisfaction and Loyalty: Improving the 'Net-Promoter' Score*. [online]. [2016-11-02]. Available at: <<http://www.van-haafden.nl/images/documents/pdf/Measuring%20customer%20satisfaction%20and%20loyalty.pdf>>.

0		Likelihood to recommended										Total
		1	2	3	4	5	6	7	8	9	10	
Satisfied employee	5	Satisfied Non promoters				Satisfied Passives			Satisfied Promoters			
	4	Passive Non promoters				Passives			Passive Promoters			
	3	Dissatisfied Non promoters				Dissatisfied Passives			Dissatisfied Promoters			
	2											
	1											
Total												

Picture 2: eNPS matrix elements

Source: SONG, A.: *The Employee Net Promoter Score: A new metric for assessing your workforce engagement profile*. [online]. [2019-09-16]. Available at: <<http://uknowledgeshare.com/wp-content/uploads/The-Employee-Net-Promoter-Score-a-New-Metric-for-Assessing-Your-Workforce-Engagement-Profile.pdf>>.

Using both the satisfaction and recommend dimensions in the eNPS matrix, is possible to create a more complete, visual and easy understanding consumer/workforce profile. Based on this profile, it is easy to point problem areas and develop effective strategies¹⁴. The appearance and interpretation of the eNPS matrix is shown in Picture 2.

2 Methodology

The purpose of this paper is to compare two matrix methods of evaluation and visualisation customer survey results: Satisfaction-Loyalty Matrix (SLM) and eNPS (Employee Net Promoters Score) Matrix. The analysis was performed basing on a survey on supermarkets’ clients in southern Poland. The survey questionnaire was created by the authors and consisted of two parts: the first one described the profile of the customer, frequency of shopping in supermarkets and average amount of money for a single purchase, the second part allowed to assess a chosen supermarket in questions concerning: the supermarkets name, location, frequency of shopping and characteristics of the supermarket and customer behaviour. The questionnaires were distributed in southern Poland (Silesian and Lesser Poland Voivodeships, Poland), using snowballing method. In return 260 filled questionnaires were obtained.

14 CHAN, P.: *The Employee Net Promoter Score: A new metric for assessing your workforce engagement profile*. [online]. [2019-09-16]. Available at: <https://cdn.ymaws.com/ncci-cu.site-ym.com/resource/resmgr/files/Conference_Presentations/2017_Conference_Presentations/The_Employee_Net_Promoter_Sc.pdf>.

Table 2 shows structure of the sample.

Table 2: Structure of the sample concerning respondents

Feature		Percent
Gender	Female	73,6%
	Male	26,4%
Age	no data	1,6%
	less 18 y.o.	0,8%
	18 – 25	36,4%
	25 – 40	27,1%
	40 – 65	31,8%
	more than 65	2,3%
Region	Lesser Poland Voivodeship	13,2%
	Silesian Voivodeship	86,8%
Running a household	No	37,2%
	Yes	62,8%

Source: Own processing

The survey questionnaire among others included three questions:

- Overall I am satisfied with the shopping in this supermarket – measured on scale 1 (strongly disagree) to 5 (strongly agree) – this was the indicator of overall satisfaction,
- I’m going to continue to make purchases in this supermarket – measured on similar scale – this was the indicator of repurchasing intention (loyalty),
- How likely would you be to recommend this supermarket to a friend or family? – NPS question, measured on scale 0-10.

On the basis of the first two questions we divided the respondents into groups: satisfied customers (replies 4 and 5) and dissatisfied (1 and 2) and declaring the willingness to re-purchase (4 and 5) and not to continue to use this supermarket (1 and 2). Answers 3 in both questions were treated as neutral (passive). Basing on these groups and answers on NPS question, we constructed two matrices:

- Satisfaction-Loyalty Matrix (SL Matrix),
- eNPS Matrix.

The data was also used to calculate several indicators describing customer satisfaction and loyalty and parametrising the matrices:

- Reichheld's NPS¹⁵,
- eNPS¹⁶,
- matrix indices: centre of gravity, coverage, matrix tendency strength indicator, Apostles'/Promoters' fraction¹⁷.

In addition, the values of NPS and eNPS were qualified (scored) according to the methodology of the Strategic Performance Group¹⁸. We run our analysis in three cases: in whole sample of respondents for the most popular supermarkets in Poland: Biedronka (34,2% of respondents) and Lidl (18,5% of respondents).

3 Results

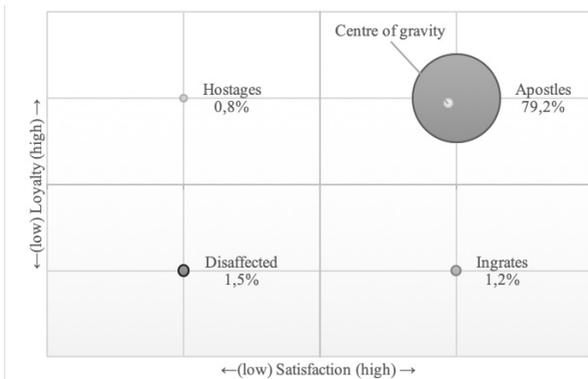
The first analysis was performed for all respondents. One case had to be rejected due to incomplete data, so the sample consisted of 259 units. Table 3 shows general indicators for the whole sample of respondents, constructed matrices are on Pictures 3 and 4 and comparison of matrix indicators is gathered in the table 4.

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- 15 REICHHELD, F. F.: The One Number You Need to Grow. In *Harvard Business Review*, 2003, Vol. 81, No. 12, p. 46.
 - 16 SONG, A.: The Employee Net Promoter Score: A new metric for assessing your workforce engagement profile. [online]. [2019-09-16]. Available at: <<http://uknowledgeshare.com/wp-content/uploads/The-Employee-Net-Promoter-Score-a-New-Metric-for-Assessing-Your-Workforce-Engagement-Profile.pdf>>.
 - 17 BIESOK, G., WYRÓD-WRÓBEL, J.: Metodologia macierzy satysfakcja-lojalność i oczekiwania-satysfakcja wykorzystywanych w badaniach zadowolenia klienta. In *Zeszyty Naukowe Politechniki Śląskiej. Organizacja i Zarządzanie*, 2018, Vol. 131, No. 1, p. 31-33. [online]. [2019-09-12]. Available at: <<https://www.polsl.pl/Wydzialy/ROZ/ZN/Documents/zeszyt%20131/Biesok,%20Wyr%C3%B3d-Wr%C3%bel.pdf>>.
 - 18 *2018 Q3-4 Net Promoter Score Interpretation*. [online] [2019-09-22]. Available at: <<http://www.spg-consulting.com/newsletters/2018-q3-4-net-promoter-score-interpretation>>.

Table 3: General indicators for the whole sample of respondents

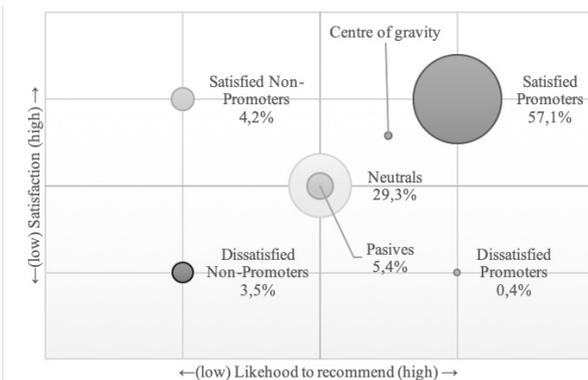
Indicator	Value	Value in [%] SPG score
Overall satisfaction (mean on scale 1-5)	4.03	75.8%
Repurchasing intention (loyalty) (mean on scale 1-5)	4.12	78,0%
Reichheld's NPS	-24.0 (%)	3 (poor)
eNPS	53,6 (%)	6 (good)

Source: Own processing



Picture 3: Satisfaction-Loyalty Matrix for the whole sample of respondents

Source: Own processing



Picture 4: eNPS Matrix for the whole sample of respondents

Source: Own processing

Following indicators and characteristics can be determined from the matrix:

- Coverage – sum of non-neutral respondents,
- Centre of gravity (centroid) – imagining that individual fractions have a “mass” equal to their size, we can designate a centre of “gravity” by physical methods,
- Tendency – a quadrant in which the centre of gravity is located; if it is in the high-high quadrant the tendency of the matrix can be called positive,
- Tendency strength – distance from centre of the matrix to centre of gravity (expressed in % of distance matrix centre – fraction bubble),
- Positives’ fraction – Apostles’ fraction (respondents loyal and Satisfied) or Satisfied Promoters’ fraction Passives’ fraction.

These characteristics are presented in the table 4.

Table 4: Comparison of matrix indicators for the whole sample of respondents

Indicator	SL Matrix	eNPS Matrix
Coverage	82,7%	65,2%
Tendency	Positive	Positive
Tendency strength	94,0%	53,8%
Positives’ fraction	Apostles 79,2%	Satisfied Promoters 57,1%
Passives’ fraction	17,3%	34,7%

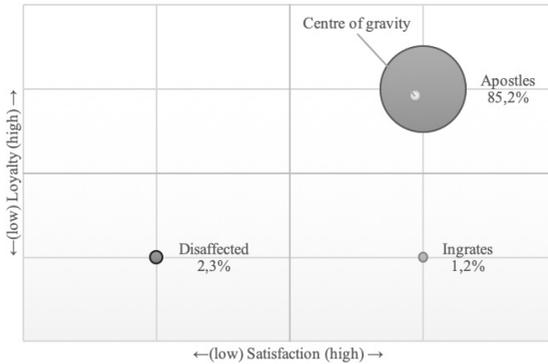
Source: Own processing

Two further analyses were carried out for retail networks. In our group of respondents 89 people (34.2%) assessed the Biedronka supermarkets. The results obtained for this brand are presented in tables 5, 6 and matrices are in Pictures 5, 6.

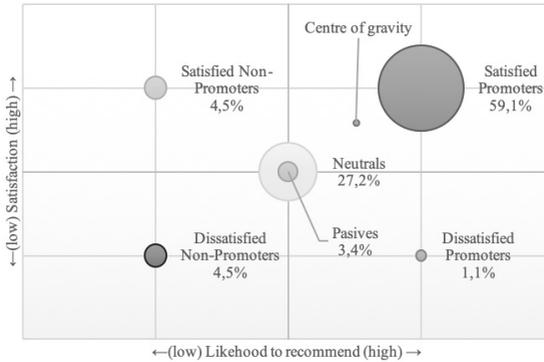
Table 5: General indicators for the Biedronka supermarkets

Indicator	Value	Value in [%] SPG score
Overall satisfaction (mean on scale 1-5)	4.03	75.8%
Repurchasing intention (loyalty) (mean on scale 1-5)	4,14	78.8%
Reichheld’s NPS	-23.0 (%)	3 (poor)
eNPS	56.6 (%)	7 (very good)

Source: Own processing



Picture 5: Satisfaction-Loyalty Matrix for the Biedronka super-markets
Source: Own processing



Picture 6: eNPS Matrix for the Biedronka supermarkets
Source: Own processing

Table 6: Comparison of matrix indicators for the Biedronka supermarkets

Indicator	SL Matrix	eNPS Matrix
Coverage	88.7%	69.2%
Tendency	Positive	Positive
Tendency strength	93.5%	54,8%
Positives' fraction	Apostles 85.2%	Satisfied Promoters 59.1%
Passives' fraction	11.3%	30.6%

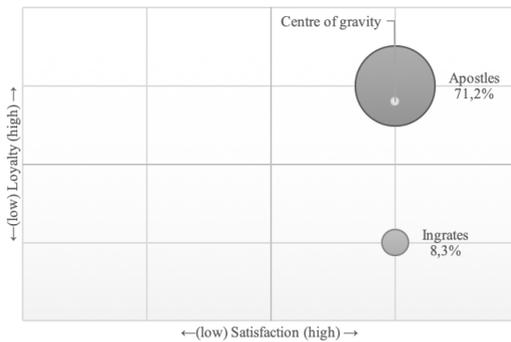
Source: Own processing

Similar analyses were performed for the Lidl brand. Here the proportion of respondents was much smaller (48 people). Tables 7, 8 and Pictures 7, 8 present the achieved results.

Table 7: General indicators for the Lidl supermarkets

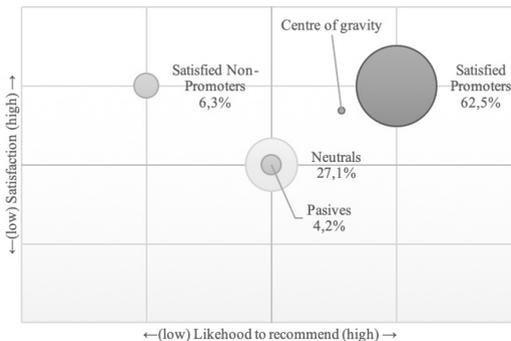
Indicator	Value	Value in [%] SPG score
Overall satisfaction (mean on scale 1-5)	4.16	79.0%
Repurchasing intention (loyalty) (mean on scale 1-5)	4.25	81.3%
Reichheld's NPS	-17.0 (%)	3 (poor)
eNPS	62.5 (%)	7 (very good)

Source: Own processing



Picture 7: Satisfaction-Loyalty Matrix for the Lidl supermarkets

Source: Own processing



Picture 8: eNPS Matrix for the Lidl supermarkets

Source: Own processing

Table 8: Comparison of matrix indicators for the Lidl supermarkets

Indicator	SL Matrix	eNPS Matrix
Coverage	79.5%	68.8%
Tendency	Positive	Positive
Tendency strength	90.2%	62.8%
Positives' fraction	Apostles 71.2%	Satisfied Promoters 62.5%
Passives' fraction	20.5%	31.3%

Source: Own processing

Conclusion

Generally, both methods seem to be compatible. For all analysed cases the concentration in the high-high field predominates and a centre of gravity of the matrix is located similarly. But the scale of the concentration is clearly different – the Apostles' faction on the SL Matrix is much larger than the fraction of Satisfied Promoters. Only in the case of a Lidl supermarket, these fractions are close together. Lidl achieved a much better assessment of overall customer satisfaction and loyalty therefore we can presume (which is to be confirmed in further studies) that the two matrix methods will be the more consistent, the more positively minded the clients will be. SLM is a more expressive method, characterized by a large coverage, and thus qualifies more respondents to the fields. This makes that the more data is interpreted than in the eNPS Matrix. This also causes that the centre of gravity, which indicates the matrix tendency, is more distanced from the centre of the matrix. In addition, SL Matrix is simple in design, less time-consuming and the graphical interpretation is more legible. It is also easier to find a decision recommendation for this kind of matrix e.g. related to the matrix tendency (table 9).

Table 9: Exemplary recommendations for SL Matrix

Matrix tendency	Pro-quality activities	Marketing activities
Positive the Apostles prevail	maintain product/service attributes, improve less important elements of product/service, monitor and identify problems, develop CRM systems,	maintain customers and brand image, appropriately manage customer relationships, reward for purchases,

Negative the Disaffected prevail	improve the essential elements of the product, change product or its version, improve customer service, quickly solve customer problems, use actions to prevent leaving,	ensure a positive image, match products to needs and expectations, intensify advertising and promotion, apply new forms of contact and communication with clients,
Mixed the Hostages prevail	refine the essential elements of the product, join customers in a new product creation (eg. prosumption),	improve product image, promote recurring purchases, take care of communication with clients, apply new forms of contact and communication with clients,
Mixed the Ingates prevail	maintain product/service attributes, quickly solve customer problems,	maintain customers, highlight the benefits of the product, ensure a positive image, introduce new forms of promotion, advertising and sales,

Source: BIESOK, G., WYRÓD-WRÓBEL, J.: Metodologia macierzy satysfakcja- lojalność i oczekiwania-satysfakcja wykorzystywanych w badaniach zadowolenia klienta. In *Zeszyty Naukowe Politechniki Śląskiej. Organizacja i Zarządzanie*, 2018, Vol. 131, No. 1, p. 32. [online]. [2019-09-12]. Available at: <<https://www.polsl.pl/Wydzialy/ROZ/ZN/Documents/zeszyt%20131/Biesiok,%20Wyr%C3%B3d-Wr%C3%B3bel.pdf>>.

The eNPS Matrix is more detailed and figurative (more elements), divides respondents into detailed fractions. Its centre of gravity is closer to the intersection of the axes. The problem of this method is to use the NPS scale. A way of dividing this scale into Detractors, Pasives and Promoters has a huge impact on the results obtained. The authors of eNPS proposed a different division than originally F. Reichheld did, which in our example is evident by the enormous differences between the NPS and eNPS indicators calculated for the whole sample and for each supermarket. The problem of dividing the NPS scale into fractions is widely discussed in the literature. Many studies show alternatives to F. Reichheld, such proposals were formed by the Roberts Research Group (Roberts et al.) or Schneider et al.¹⁹. It is clear, that the alternative criteria will lead to a different form of matrix. It is also important to note that the eNPS methodology was

19 SCHNEIDER D., BERENT M., THOMAS R., KROSニック J.: *Measuring Customer Satisfaction and Loyalty: Improving the 'Net-Promoter' Score*. [online]. [2019-10-02]. <Available at: <http://www.van-haaften.nl/images/documents/pdf/Measuring%20customer%20satisfaction%20and%20loyalty.pdf>>.

developed to adopt the marketing NPS method for human resource research purposes. In this article we as if restore this method again on the field of marketing research, which can be a little confusing. However, the proposal for a combination of NPS scale with overall satisfaction is interesting. Future research should focus on developing this method in marketing and consumer research. It is important to include a number of ways of fractionation of the NPS proposed in the literature. It is also necessary to develop strategic recommendations for each tendency of the matrix to facilitate its practical interpretation. The case we analysed showed that the matrix methods are not time-consuming, are simple and visually appealing. Using the appropriate methodology allows to calculate of the indicators convenient to compare the results of the various researches. They can be used both in scientific work, marketing research and in organisations facilitating decision-making.

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Contact data:

Grzegorz Biesok, PhD. Eng.
University of Bielsko-Biala
Faculty of Management and Transport
Willowa 2
43-300 Bielsko-Biała
POLAND
gbiesok@ath.eu

Jolanta Wyród-Wróbel, PhD. Eng.
University of Bielsko-Biala
Faculty of Management and Transport
Willowa 2
43-300 Bielsko-Biała
POLAND
jwyrod@ath.bielsko.pl

SEGMENTING OF CZECH MILLENNIALS BY CHOSEN FACTORS IN RELATION TO MOBILE PHONE USAGE BEHAVIOUR

Veronika Bracíníková – Kateřina Matušínková

Abstract

For the purpose of choosing the appropriate tools of marketing communications the company needs to collect, analyse and interpret the data about its customers. It is not enough to collect just geographic or demographic data anymore, it is necessary to accumulate also the psychographic and behavioural ones. According to these data the companies can segment their customers to groups, so they can find out, what segment or segments are suitable for them to serve. Based on the remuneration and size of the Millennials generation this study is focused on this segment. They are segmenting on the basis of chosen demographic factors, like gender, age and education and psychographic factors, like optimism, rationality, traditionality and healthy lifestyle. The Chi-Square test was used to find relations among investigated variables and cluster analysis was used for segmenting the Millennials. Two clusters of this segment were created, what can help the companies to better understand of this specific segment of consumers.

Key words:

Consumer Behaviour. Demographic Segmentation Criteria. Millennials. Mobile Usage. Psychographic Segmentation Criteria. Segmentation.

Introduction

There are many generations of consumers on the market. Baby Boomers, Generation X, Generation Y (also called Millennials) and Generation Z are the main groups of consumers demanding on the market. All of them behave in the field of consumption of products or information technology differently. Millennials are very difficult to define, because they depart from the stereotypes of the Baby Boomers and Generation X. Generation Z is quite complicated too, but this generation still grows up. Thus, they do not represent the strong demand yet. That is why the paper deals with Millennials. In a multidimensional market, companies can increase profitability by leveraging market segmentation. The purpose of market segmentation consists in identifying the taxonomy of consumption patterns by dividing the markets (generations of consumers) into several homogeneous submarkets. An effective technique of market segmentation depends on the selection of the appropriate segmentation

bases and descriptors.¹ Companies can formulate product strategies or product positions that are tailored specifically to the requirements of these homogeneous submarkets. Homogeneous submarkets are characterized by predetermined segmentation factors. Segmentation variables must be assessed for their measurability, availability, reliability and ability to detect the characteristics of each market segment. Demographic variables such as age, gender, education and income can be used to explain the features of submarkets and to classify key factors of the market segment. However, traditional demographic variables cannot identify the full characteristics of submarkets, as consumers in the same demographic group have very different psychographic composition.² In psychographic segmentation, consumers are divided into different groups according to the basics of lifestyle and personality.³ Thus, the aim of this paper is to segment Czech Millennials according to demographic and psychographic factors based on mobile phone usage behaviour. Finally, the results of using these two approaches to segmenting of consumers are compared.

1 The Scope of Marketing Segmentation

Market segmentation, one of the most fundamental concepts in marketing, is also one of the more widely studied topics in the marketing literature. Much work has appeared discussion such issues as the rationale underlying its merit as a strategy, different bases which might be used to segment a market, statistical techniques which can be helpful in segmentation research and normative issues in segmentation.⁴ Market segmentation “is essential for marketing success: the most successful firms drive their businesses based on segmentation.”⁵ Segmentation

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- 1 WIND, Y.: Issues and Advances in Segmentation Research. In *Journal of Marketing Research*, 1978, Vol. 14, No. 3, p. 319.
 - 2 KOTLER, P., ARMSTRONG, G.: *Principles of Marketing*. 8th edition. Englewood Cliffs : Prentice-Hall International, 1999, p. 44.
 - 3 KOTLER, P.: *Marketing Management Analysis, Planning, Implementation, and Control*. 9th edition. Englewood Cliffs : Prentice-Hall International, 1997, p. 259.
 - 4 CROSS, J. C.: How Marketing Managers Use Market Segmentation: An Exploratory Study. In DUNLAP, B. (ed.): *Proceedings of the 1990 Academy of Marketing Science (AMS) Annual Conference*. Cham : Springer, 2015, p. 531
 - 5 GRÜN, B., LEISCH, F.: Increasing sample size compensates for data problems in segmentation studies. In *Journal of Business Research*, 2016, Vol. 69, No. 2, p. 992.

considers how best to structure the market, selects the most attractive customer groups on which to focus resources, develops a persuasive propositions for these targeted customers or stakeholders, and helps to ensure that an organization “goes to market” in a far more engaging manner, with clear differentiation and positioning.⁶ Market segmentation is one of the strategic activities of a marketing oriented company. The quality of segmentation studies is critical as they form a basis for strategic decisions.⁷ Wedel and Kamakura state that market segmentation has now become a necessity of marketers. One to one marketing is no feasible because it needs great amount of money and efforts that directly affect the profit of the company. The put stress on an understanding of the dynamic nature of preferences and market segment composition is essential for strategies focused on the evolution rather than the proliferation of products and businesses.⁸

Segmentation can be viewed from different perspectives - it can be understood as a state, strategy or process.⁹ Smith was the first to propose the use of segmentation as a marketing strategy. He defines market segmentation as viewing a heterogeneous market (one characterised by divergent demand) as a number of smaller homogeneous markets.¹⁰ Conceptually, market segmentation sits between the two extreme views that (a) all objects are unique and inviolable and (b) the population is homogeneous.¹¹ The definition of market segmentation can also be generalized only as finding of customer groups (segments) according to defined segmentation criteria, where it is necessary to respect the basic requirements for segment characteristics, including internal

6 BAKER, M. J., SAREN, M.: *Marketing Theory: A student text*. London : SAGE, 2016, p. 253.

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10 SMITH, W. R.: Product Differentiation and Market Segmentation as Alternative Marketing Strategies. In *Journal of Marketing*, 1965, Vol. 21, No. 1, p. 6.

11 SAUNDERS, J.: Cluster Analysis for Market Segmentation. In *European Journal of Marketing*, 1980, Vol. 14, No. 7, p. 422.

homogeneity, external heterogeneity, positive segment approach, availability, measurability, sufficient size, stability, responsiveness and objectivity.¹² The requirement of internal homogeneity means that customers should be as similar as possible inside segment. On the other hand, the requirement of heterogeneity requires that the individual segments differ as far as possible from each other. Segment homogeneity and heterogeneity is an essential prerequisite for market segmentation. According to Wedel and Kamakura six criteria - identifiability, substantiality, accessibility, stability, responsiveness and actionability – have been frequently put forward as determining the effectiveness and profitability of marketing strategies.¹³ Market segmentation has a number of benefits. At the most general level, market segmentation forces organisations to take stock of where they stand, and where they want to be in future. In so doing, it forces organisations to reflect on what they are particularly good at compared to competitors, and make an effort to gain insights into what consumers want. Market segmentation offers an opportunity to think and rethink, and leads to critical new insights and perspectives.¹⁴

Market segmentation focuses on that subset of prospects that have the greatest potential of becoming customers and generating revenue. Companies which segment their markets match their strengths and offerings to the groups of customers most likely to respond to them. There are some basic assumptions which can support effective segmentation as for example: 1) Products and services differentiation to meet customer needs and desires. 2) New products design or redesign and services to meet market needs. 3) Finding of the hidden needs and making improvements to existing products. 4) Marketing mix targeting to the customers most likely to want your products or services. 5) Behaviors and buying motives identification for products. 6) The most and least profitable customers identification and avoiding of unprofitable markets. 7) Brand loyalty increase and decrease in brand switching. 8) Learning more about competitors and reducing of competition by competing in a more narrowly defined market and establishing a niche.¹⁵

12 SCHIFFMAN, L. G., KANUK, L. L.: *Nákupní chování*. Brno : Computer press, 2004, p. 57.

13 WEDEL, M., KAMAKURA, W. A.: *Market Segmentation: Conceptual and Methodological Foundations*. New York : Springer, 2012, p. 4-5.

14 DOLNICAR, S., GRÜN, B., LEISCH, F.: *Market Segmentation Analysis*. Singapore : Springer, 2018, p. 9.

15 SULEKHA, G.: The basis of marketing segmentation: a critical review of literature. In *European Journal of Business Management*, 2011, Vol. 3, No. 9, p. 50.

According to Singh¹⁶ the need of using a new theoretical foundation of market segmentation is needful because it can support FMCG companies to conduct segmentation of market in better way. The outputs of his research paper define 5 attitudes of market segmentation as: 1) There are “No Rules”: Getting it right isn’t simple at all. But never copy. Each successful segmentation process is different, unique, and unrepeatable. The “me too” attitude leads to failure. Originality could possibly break a market open. 2) “Reducing” a market? Sometimes it’s about expanding it. Some of the most successful marketing plans have chosen a larger market by “expanding” their segmentation, not only reducing it. 3) The “Value” of the segment: The best segments must have Potential, Lifespan, Accessibility, and Profitability. The key is identifying which segments provide value in terms of potential, lifespan, accessibility and profitability because a sales strategy’s effectiveness increases according to our capacity to size segments, identify them, and dissect them. 4) It must be “Different”: Each company requires a different Market Segmentation. Being original and efficient with segmentation is the key to the amount of success achieved. We create new and personalized ways of segmenting, creating Hybrid models that are easy to interpret and explain (causes, value, behavioral, psychographic, demographic, and attitudinal) in order to obtain the most useful results from each sectorial situation and each company. 5) Choosing “The Axes” properly: Time segmentation and spending causes, demographic but with attitudinal axes, and Psychographic but with a behavioral aspect? Surely there is an answer, but to find it we must investigate, test, and challenge the market. When deciding how to divide the market into certain groups of customers, it is necessary to determine what aspects of this division will be. There is no one way or one aspect of segmentation. There are often multiple aspects which are used in combination. *Geographical, demographic, psychographic and behavioral variables* are the main criteria in order to segment the market properly.^{17, 18, 19}

16 SINGH, A.: Market segmentation in FMCG: time to drive new basis for market segmentation. In *International journal of research in commerce & management*, 2010, Vol. 1, No. 8, p. 141.

17 KOTLER, P., WONG, V., SAUNDERS, J., ARMSTRONG, G.: *Moderní marketing*. Prague : Grada Publishing, 2007, p. 465.

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19 BÁRTOVÁ, H., BÁRTA, V., KOUDELKA, J.: *Chování spotřebitele a výzkum trhu*. Prague : VŠE, 2002, p. 95.

1.1 The Demographic Criteria Use in Segmentation

Demographic criteria are easier to measure than most other variables. Although market segments are defined on a different basis - for example, by personality or behavior - the demographic characteristics need to be known in order to, for example, estimate the size of the target market and reach it effectively. The age criterion appears in almost every market segmentation. Undoubtedly, the purchasing behavior of consumers changes according to the basic stages of the life cycle. It is an individual characteristic of a person (some demographic criteria are associated with a larger consumer unit - household). In general, four basic age segments can be distinguished: children, juniors, middle age and seniors. A very often used segmentation dimension is gender. Producers respect the differences in consumer behaviour of women and men which is one of the most crucial parameters of targeted marketing. The size of the family (household) is a relatively simple criterion. The number of family members indicates possible market segments. In the case of the family life cycle (household), this is a combined demographic criterion, where the individual segments coincide with the stages of the family life cycle, defined by the blending of the age of parents, the presence and age of children, or the economic activity of the parents. The marital status of an individual is not always a stated criterion. Other market manifestations may have on some market individuals in marital status, others single, divorced others, etc. The criterion is related to the size of the family, but not only to it. It is related to the character of the family. Individuals alone cannot benefit from the division of roles that occurs in marriage. This situation intensifies in the case of divorced children. The accumulation of roles is then manifested in different consumption behavior with otherwise similar demographic characteristics. The reason of the different market behavior of consumers is education. Research confirms that higher education brings a higher level of information search in the purchasing decision-making process, higher ability to use information, higher accessibility of rational argumentation, etc. Considering the occupation as segmentation criterion there is the basic difference between physical and manual work. In some markets this link is stronger, in others it is weaker. Income forms the top of the triangle above the education base - occupation. The link to purchasing behavior is immediate. Income depends on the possibility to buy the product. The involvement of income in segmentation procedures is largely linked to the level of income differentiation in the context of a defined segmented market. The lower the income differentiation among consumers, the

lower the usability of income as a segmentation variable. Sometimes it may be helpful to use other criteria for segmentation, expressing the proportions of an individual or family - ownership of a house, flat, cottage and other forms of property. They indicate the degree of opulence and they may also make the possibility of a positive reaction to the market supply conditional on the link to a particular behavior. In this study we investigate gender, age and education.

1.2 The Psychographic Criteria Use in Segmentation

The effort to penetrate the knowledge of consumer characteristics under the surface of demographic variables means to capture their socio-psychological predispositions. This view of consumers is referred to as psychography, respectively in relation to consumer market segmentation, it is known as psychographic segmentation. There are three main levels of criteria in psychographic segmentation in general: social class, lifestyle and personality. However, researcher still debate on what constitutes as psychographics and what does not.²⁰ Different social classes represent different segments. From the perspective of Warner's disability, the structure of the segments is shown in picture below. An important psychographic variable of market segmentation is undoubtedly the lifestyle of consumers. If social stratification was a choice between different ways how to address segments of social classes, in the case of lifestyle, the possibilities are wider. The content and nature of lifestyles can be expressed, for example, as patterns by which people live, spend the time and money (in general, it is possible to distinguish a comprehensive and focused monitoring of lifestyle). Lifestyle is the term that is used to express how individual maintains his or her entire life, including opinions, interests, goals and desires. It has been observed that the purchasing behavior of people who were raised in the same culture and belong to same profession and age are different. The reason for this is that their lifestyles are influenced by internal and external factors such as past experiences, feelings, values, personalities and social classes are different as well. It was determined that consumers with different lifestyle have also different style of consumption.²¹ In other words, the same is more or less expressed in the characteristic of lifestyle as the intersection

20 WEINSTEIN, A.: *Defining your market: Winning strategies for high-tech, industrial, and service firms*. New York : Haworth Press, 1998.

21 EKŞİ, O., CANDAN, F. B.: The effect of lifestyle on conspicuous consumption. In CANDAN, F. B., KAPUCU, H.: (eds.): *Current debates in business studies*. London : IJOPEC Publication Limited, 2018, p. 109.

of interest, activities and opinions known as AIO. Another, not only well-known but also practically relatively frequently used approach, is the method that originated in SRI International and is known as the VALS (Value and Life Styles) - later it was modified. The VALSTM framework arranges people into groups based on two main dimensions of primary motivation (ideals, achievement and self-expression) and resources (income, education, self-confidence, intelligence, leadership skills and energy).²² The very significant effects of the consumer's psychological predisposition on consumer behavior lead to the possibility of uncovering consumer segments according to their psychic differentiation/similarity, the link between the consumer's personality and consumer behavior. The different ways of defining personality result in a very varied range of options for personality engaging as a market segmentation criterion. In the case of trying to capture segments based on personality differences, it is possible to use general personality types as a starting point. In this study we investigate the optimism, rationality, traditionality and healthy lifestyle of Millennials generation.

2 Methods and Data

To meet the purpose of the study and to segment the Czech Millennials according to chosen demographic and psychographic factors, the quantitative research was carried out. The questionnaire was selected as the technique for collecting the primary data. The research agency, IPSOS, was used to distribute the questionnaire to consumers. In November 2017 the survey was realized and overall 1050 Millennials participated in.

The composition of research sample was quite balanced from the point of demographic factors mainly gender and age, what is shown on table 1. There were 51 % of male and 49 % of female respondents participated. 26.90 % of respondents were from 20 to 25 years old, respondents old up to 31 years have 31.10 % of representation and 42.00 % of respondents were from 32 to 37 years old. The biggest group of respondents are with high school degree of education, exactly 46.50 %. On the other hand, the smallest group consist of respondents with primary school, just 6.30 %. University has 21.40 % of respondents and vocational school has 25.80 % of respondents.

22 SZMIGIN, I., PIACENTINI, M.: *Consumer Behaviour*. Oxford : University Press, 2015, p. 251.

Table 1: Structure of research sample

Gender		Age		Education	
Male	51.00 %	20-25	26.90 %	Primary school	6.30 %
Female	49.00 %	26-31	31.10 %	Vocational school	25.80 %
		32-37	42.00 %	High school	46.50 %
				University	21.40 %

Source: Own processing

The respondents were questioned about their usage of mobile phone for different reasons. At first the relations among the demographic factors and the statements were tested. Chi-square test was used to find the relations among gender, age and education with the statements focused on the mobile usage of respondents. Six statements were tested by SPSS software. Afterwards the cluster analysis was used to segment the respondents. We segmented the respondents according to demographic and psychographic factors. The tested psychographic data were optimism, rationality, traditionality and healthy lifestyle. According to the nature of the data, Ward's method was applied. This method seeks to construct approximately identical groups. It is based on optimizing cluster homogeneity, not on minimizing the gap among clusters like other, most commonly used, hierarchical cluster analysis methods.

3 Results and Discussion

In the questionnaire the Millennials should have expressed the level of consensus with the statements. For this paper the statements connected to consumer usage of mobile phone were chosen. The selected statements were tested in relation to three demographic factors, gender, age and education. Whereby these factors represent dependent variables and the statements are independent ones. The relations among these variables were investigated. Based on the results the null (H0) or alternative (H1) hypotheses were accepted or rejected. The null hypothesis means the absence of the relations between the tested variables, whereas the alternative one represents the existence of relations between the surveyed variables. The whole text of statements and also the results are evinced in table 2.

Table 2: The results of Chi-Square test

No.	Statements	Gender			Age			Education		
		H0	H1	Pearson Chi-Square	H0	H1	Pearson Chi-Square	H0	H1	Pearson Chi-Square
1.	<i>I daily use the mobile phone for communication with friends of mine.</i>			0.061			0.011			0.242
2.	<i>I daily use the mobile phone for searching information on the internet.</i>			0.646			0.006			0.021
3.	<i>I daily use the mobile phone for work.</i>			0.001			0.746			0.437
4.	<i>I daily use the mobile phone for playing games.</i>			0.378			0.104			0.001
5.	<i>I daily use the mobile phone for photo shooting.</i>			0.009			0.041			0.001
6.	<i>I daily use the mobile phone for listening to music.</i>			0.204			0.001			0.001

Source: Own processing

As we can see from the table 2 some relations appeared. The relations among educational attainment and the statements aimed at daily using mobile phone for playing games, photo shooting and for listening to music were found. Also, in the case of statement centred on daily using mobile phone for searching information on the internet the relation with the educational attainment was determined. It means that in these cases we cannot accept the null hypothesis (H0), because we have to accept the alternative ones (H1), because the relations were found out. On the other side, daily using of mobile phone for communication with friends and for work is not dependent on the educational attainment. Four relations were also found in the age category. The strongest one was ascertained with the statement of daily using mobile phone for listening to music. The second relation was found between the age and daily using mobile phone for searching information on the internet. In these cases, we have to reject the null hypothesis (H0) and accept the alternative ones (H1), daily using of mobile phone for listening to music and for searching the information on the internet is dependent on age of respondents. Another two relations were found at this category. Age of the respondents has significant influence also on daily using mobile phone for communication with the friends and for photo shooting. In the area of daily using mobile phone for work and playing games no relations were found, what is quite surprising. It might seem that younger consumers will be more attacked

by games in the mobile phone and their usage. From these findings we can state that there is no significant influence between age of Millennials and daily using mobile phone for playing games and photo shooting.

Just two significant influences were found in the category of consumers' gender. From the table 2 it is obvious we have to reject the null hypothesis (H0) and accept the alternative one (H1) and it is that gender has significant influence on daily using mobile phone for work and also for photo shooting. In connection with other statements we can say that gender has no significant influence on daily using mobile phone for communication with the friends, for searching information on the internet, for playing games or listening to music. It means that in these cases we accept the null hypothesis (H0) about the independent of the chosen investigated variables. After the dependency testing the cluster analysis is used to create the segments of Millennials for better understanding of this generation. At first the cluster analysis was used separately for demographic and psychographic factors, as it is seen on table 3.

Table 3: Created segments according to demographic and psychographic factors

Demographic factors	Cluster 1	Cluster 2
Gender	Female	Male
Age	26-31	32-37
Education	High School	High school
I daily use the mobile phone for communication with friends of mine.	Absolutely agree	Agree
I daily use the mobile phone for searching information on the internet.	Absolutely agree	Agree
I daily use the mobile phone for work.	Rather agree	Rather agree
I daily use the mobile phone for playing games.	Rather disagree	Neither agree nor disagree
I daily use the mobile phone for photo shooting.	Rather agree	Rather agree
I daily use the mobile phone for listening to music.	Rather agree	Rather agree
Psychographic factors	Cluster 1	Cluster 2
Optimism	Optimistic	Optimistic
Rationality	Rather rational	Rather rational
Traditionality	Traditional	Rather traditional
Healthy lifestyle	Rather healthy	Rather healthy
I daily use the mobile phone for communication with friends of mine.	Absolutely agree	Rather agree
I daily use the mobile phone for searching information on the internet.	Absolutely agree	Rather agree
I daily use the mobile phone for work.	Agree	Neither agree nor disagree
I daily use the mobile phone for playing games.	Neither agree nor disagree	Rather disagree
I daily use the mobile phone for photo shooting.	Rather agree	Neither agree nor disagree
I daily use the mobile phone for listening to music.	Rather agree	Neither agree nor disagree

Source: Own processing

The first created cluster is formed mainly by female aged from 26 to 31 years old. The largest group of consumers is with high school level education. The consumers from this cluster daily use their mobile phones for communication with their friends and searching information on the internet. That is why there can be an assumption that they use the social networks for communicating and web browser for searching information. This means that the companies can reach the potential customers (women aged from 26 to 31 years old) with their offer on these touchpoints. Much less the members of this cluster use the mobile phone for work, photo shooting and listening to music. And finally, this cluster rather disagrees with the statement about daily using of mobile phone for playing games. Cluster two is formed largely by men aged from 32 to 37 years old. Also, this group is typical for education attainment at the high school level. The members of this cluster use the mobile phone on daily base for communication with their friends and for searching information. A little less they use the mobile phone for work, photo shooting and listening to music. Undetermined answer, when the members of this cluster could not decide, was chosen the most frequently in the connection with using mobile phone for playing games.

From the psychographic variables point of view the members of first cluster are mostly optimistic. They quiet strongly consider the options on the market and they are not so influenced by emotions. They like traditional values and they prefer the healthy lifestyle. They use very intensive the mobile phone on daily base for communication with their friends and searching information on the internet. A little less these consumers use the mobile phone for work and even less for photo shooting and listening to music. The most commonly picked answer in the connection with daily using mobile phone for playing games was doubtful namely "neither agree nor disagree". The last cluster mostly consists of optimistic, rather rational, rather traditional consumers, who try to live healthy. This cluster is typical for its indecision, because the members most frequently chose the option "neither agree nor disagree" in the connection with three statements. It was about daily using mobile phone for work, photo shooting and listening to music. They rather agree with two statements, daily using mobile phone for communication with the friends and searching the information on the internet. On the other hand, they rather disagree with using mobile phone for playing games on the daily base.

Table 4: Segments based on the investigated demographic and psychographic variables

	Cluster 1	Cluster 2
Gender	Female	Male
Age	26-31	32-37
Education	High school	High school
Optimism	Optimistic	Rather optimistic
Rationality	Rather rational	Rather rational
Traditionality	Traditional	Rather traditional
Healthy lifestyle	Rather healthy	Rather healthy
I daily use the mobile phone for communication with friends of mine.	Absolutely agree	Agree
I daily use the mobile phone for searching information on the internet.	Absolutely agree	Agree
I daily use the mobile phone for work.	Agree	Rather agree
I daily use the mobile phone for playing games.	Neither agree nor disagree	Neither agree nor disagree
I daily use the mobile phone for photo shooting.	Rather agree	Rather agree
I daily use the mobile phone for listening to music.	Rather agree	Rather agree

Source: Own processing

The connection of demographic variables (gender, age, education) and psychographic variables (optimism, rationality, traditionality, healthy lifestyle) is demonstrated in the table 4.

Conclusion

From the investigated data two cluster were formed. The first cluster mostly consist of women aged from 26 to 31 years old with high school. They are optimistic, rather rational, approving traditional values and healthy lifestyle. They spend a lot of time by using the mobile phone for communication with their friend and searching information on the internet. They use the mobile phone for the work on daily base. Little less they use the mobile phone for photo shooting and listening to music. They could not clearly answer the question about the playing games on the phone. The second cluster represents the male consumers aged from 32 to 37 years old. They reached the high school degree of education. They consider themselves as rather optimistic, rather rational, rather traditional and they try to maintain the healthy lifestyle. They use the mobile phone for communication with their friends and searching the information on the internet on daily base, but o little bit less than the first cluster. They use the mobile phone for work, photo shooting and listening to music, but it does not need to be on daily base. As in the previous cluster, the members of second cluster could not decide either about the intensity of using the mobile phone for playing games.

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Contact data:

Ing. Veronika Bracíníková
Silesian University in Opava
School of Business Administration in Karviná
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
bracinikova@opf.slu.cz

Ing. Kateřina Matušínská, Ph.D.
Silesian University in Opava
School of Business Administration in Karviná
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
matusinska@opf.slu.cz

PERCEPTION OF COMMERCIAL ADVERTISING BY GENERATION Y IN INTENTIONS OF TRANSACTION ANALYSIS

Vladimír Vavrečka – Ivana Bulanda

Abstract

Advertising is the dominant tool of marketing communication between companies and customer segments. It participates in raising awareness of the promoted product or service by encouraging attention towards the target groups. At present, changes in consumer behaviour can be observed as a result of technological progress, a changing society and, last but not least, the market saturation with advertising. The paper deals with the perception of the commercial advertising concept in the generation Y customers segment in the Czech Republic in terms of transaction analysis. The research method of data collection was a questionnaire with semantic differential implementation. The resulting findings point to the perception of the commercial advertising concept in the semantic space of the generation Y at the level of activation of the mental components of Ego states, which are part of the individual's personality structure according to Eric Berne's theoretical concept.

Key words:

Commercial Advertising. Generation Y. Perception. Semantic Differential. Transaction Analysis.

Introduction

Generation Y is a distinct and dominant customer segment whose behaviour, habits, and psychology of consumers are often discussed but not fully understood.¹ This segment has been surrounded since early childhood by information and communication technologies² i.e. by technological revolution, digital media development and the Internet. It was formed against the backdrop of political, socio-economic and

1 NAUMOVSKA, L.: Marketing Communication Strategies for Generation Y – Millennials. In *Business Management and Strategy*, 2017, Vol. 8, No. 1, p. 123.

2 STOJANOVA, H. et al.: Specification and Characteristic of Generation Y in the Sphere of Work Attitude. In VRDOLJAK RAGUŽ, I., KRŽELJ-ČOLOVIĆ, Z. (eds.): *DIEM 2015: Innovation, Leadership & Entrepreneurship Challenges of Modern Economy*. Dubrovnik : University of Dubrovnik, 2015, p. 566.

cultural events.³ As reported by M. J. van der Goot et al.⁴ experience during socialization or during adolescence, the so-called formative years, leaves long-lasting impressions on values and attitudes while continuing to influence the individual's behaviour later in life. In principle, generation Y has evolved differently in terms of attitudes, needs and core characteristics compared to previous generations. In the case of advertising, it is therefore justified to examine what is its perception by this target group. At present, generation Y is the largest customer segment on the market.⁵ Therefore, it is possible to reflect the increased interest in understanding the characteristics of the generation Y by marketing theorists and practitioners.⁶ As stated by Z. Kádeková and M. Holienčinová⁷: "The more we learn about the target group, the better we understand how they live, what they think, what they like, what discourages them, and then this leads to the creation of an effective advertising campaign." In order to understand buyer's habits and priorities, it is necessary to understand and know the personality of the buyer. Personality presents intrinsic psychological characteristics that reflect how a person reacts to their environment.⁸ This paper provides an insight into the perception of commercial advertising by the Y generation in the Czech Republic within the interpretative framework of transaction analysis.

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1 The Current State of the Examined Advertising Perception Issue by the Generation Y

The differences between generations have been the subject of many scientific studies of recent years. In the literature it is possible to identify this subject of research in various fields of humanities and social sciences. The area of marketing communication, which is currently strategically led to the targeted addressing of defined groups of customers⁹ is not omitted. In the twentieth century, several generations have been identified in the US and other Western countries.¹⁰ There is no consensus in terms of their precise terminology and age definition, but the categorization is usually as follows: Silent generation (1925-1945), "Baby boomers" (1946-1964), generation X (1965-1977), generation Y (1978 - 1994), generation Z (1995-unlimited)¹¹. Focusing on the generation Y, its concept was first introduced in 1993 in the American journal "Advertising Age".¹² Several authors¹³ describe generation Y as individualistic, educated, technically literate, sophisticated, mature and ethnically diverse. J. Park and D. Gursoy¹⁴ refer to it as a generation of economic prosperity, advanced communication technologies, the Internet, social media and globalization. Based on the present findings of mapping the generation Y, we can start from the concept of P. Dalton¹⁵, which is formulated into five aspects:

1. They are the most educated generation in history.
2. Modern technology is a daily part of them.

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- 9 ČERVINKA, M., ŠVAJDOVÁ, L.: The Usage of Modern Marketing Tools in Air Transport and Tourism. In UBREŽIOVÁ, I., HORSKÁ, E. (eds.): *International Scientific Conference Managerial Trends in the Development of Enterprises in Globalization Era*. Nitra : Slovak University of Agriculture in Nitra, Faculty of Economics and Management, 2017, p. 747.
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3. Have a feeling of claim.
4. They are “embraced” by multiculturalism (much greater tolerance, seeing the world in a larger perspective).
5. They use social media (more use of media interactivity).

J. Vysekalová et al.¹⁶ follows the above-mentioned facts, determining the dimensions of the basic characteristics profiling the Y generation, which are summarized in Table 1.

Table 1: Generation Y Profiling

Modern technologies	The generation Y grew up surrounded by modern technologies that are commonplace for it.
Parents friendliness	They are pampered children of loving parents, born in peaceful times. They are self-confident, used to express their opinion on the products they discuss on internet forums.
Flexibility	As customers they are demanding, they want the availability of products and services whenever and wherever they need it.
Multitasking	It senses multiple stimuli at the same time - it listens to music, browses websites and discusses online with friends.
Social ties importance	They maintain social links through the Internet and social media, and community life is important to them. Prefer word-of-mouth communication.
Higher brand loyalty	With the brand they buy not only the product but also the company image.

Source: VYSEKALOVÁ, J. et al.: *Chování zákazníka*. Prague : Grada, 2011, p. 261.

The massive maturation of this demographic customer segment growing up in a globalized society and the “limitless possibilities” is very closely linked to the dynamic development of information and communication technologies. They quickly adopt new communication platforms, which have a significant impact on how the Y generation communicates (with friends, peers, foreigners) by providing them 24-hour access to information.¹⁷ In light of the above, M. Cambal and E. Vaskovicova Zibrinova¹⁸ point out that the generation Y has grown up

16 VYSEKALOVÁ, J. et al.: *Chování zákazníka*. Prague : Grada, 2011, p. 261.

17 BOLTON, R. N. et al.: Understanding Generation Y and their use of social media: a review and research agenda. In *Journal of Service Management*, 2013, Vol. 24, No. 3, p. 253.

18 CAMBAL, M., VASKOVICOVA ZIBRINOVA, E.: Generation Y in marketing. In KATALINIC, B. (ed.): *Annals of DAAAM for 2011 & Proceedings of the 22nd International DAAAM Symposium*. Vienna : DAAAM International, 2011, p. 1571.

surrounded by advertising and because of this fact does not believe it. Research by R. Iyer et al.¹⁹ points out that they perceive advertising as “manipulative, false and, in some cases, irritant.” Generation Y has an overall negative attitude towards advertising, especially in terms of its credibility. Their most common attitude is cynicism.²⁰ This may be due to a generally increasing sense of advertising satiety in the media, public and digital space. This can also be reflected in conditions in the Czech Republic. It reflects the published results of the research, “Attitudes of the Czech Public to Advertising” from 2019. The research sponsor was the Czech Marketing Society (ČMS), POPAI CE and the Czech Association for Branded Products (ČSZV). The resulting findings showed that the difference in the negative perception of advertising on television is offset by the negative perception of advertising on the Internet. Compared to the measurements made in 2018, the advertising satiety in newspapers decreased, but on the contrary, an increase in advertising on the Internet was recorded. The continuous increase of advertising saturation was reflected on social media. Attitudes towards the role of advertising in Czech society remain ambivalent. A part of the population is aware of the importance of advertising for the economy and the media, but also perceives its negative effects. The research also pointed to the fact that the percentage of those who expressed a negative opinion, i.e. the manipulative function of advertising and its impact on the promotion of unnecessary consumption, increased. On the contrary, the number of those who agree with its positive functions decreased.²¹

Thanks to perception, advertising becomes an incentive,²² which stimulates the purchase of products or services. Perception is a reflection of reality through sensory organs, each percept being complemented by subjective factors, a process tied to past experience. It is a complex analytic-synthetic brain activity in which attitudes, interests, emotions

19 IYER, R. et al.: Perceptions of Millennials’ Media Attitudes and Use: A Comparison of U.S. and Indian Millennials. In *Marketing Management Journal*, 2016, Vol. 26, No. 2, p. 72.

20 IYER, R. et al.: Perceptions of Millennials’ Media Attitudes and Use: A Comparison of U.S. and Indian Millennials. In *Marketing Management Journal*, 2016, Vol. 26, No. 2, p. 72.

21 VYSEKALOVÁ, J.: *Češi a reklama 2019*. [online]. [2019-01-02]. Available at: <<https://www.factum.cz/file/4715>>.

22 STRNAD, J.: Mládež a její percepcie reklamy. In *Kulturní studia*, 2016, Vol. 4, No. 1, p. 88.

and values are involved.²³ In this context, advertising first goes through a process of sensory perception and then a phase of cognitive perception, where information is processed, sorted and categorized. The process of perception is conditioned by the personality traits of the individual, therefore it seems to be stimulating to examine it from the perspective of the theory of transaction analysis by E. Berne. Transactional analysis involves a deeper understanding of the individual's personality structure, while helping to understand the current state of the individual, motivational factors, knowledge, behaviour prediction, attitude and perception. This perception is based on activation, and thus on the dominance of one of the states of Ego (Parent, Adult, Child), which is highlighted in the studies by Polakevičová.²⁴ Thus, each individual has a limited repertoire of parallel Ego states that are not roles but psychological realities, which is reflected in his perception.²⁵ E. Berne²⁶ characterize the above Ego states (Parent, Adult, Child) as follows:

- Ego Status Parent (P) – represents a large set of rooted behaviours, standards, values, rules, admonitions, principles of living, assessing what is good and what is bad, acceptable and what is not. the possibility of caring, fulfilling the obligation of socialization, ie. guiding, accompanying and instilling through expectations and behavioural control.
- Ego status Adult (A) – is a logical and rationally thinking part of the individual's personality. This mental state of Ego is unhealthy, rational, interested in what is reasonable and useful. It dissociates itself from traditional and conventional views.
- Ego status Child (C) – is an emotional part of the individual's personality. Uniformly, the behaviour of the Child is impulsive, bound to direct stimuli, irrational. It is a source of spontaneity, humour, fun and creativity.

In the current literature, there is no view of examining the perception of commercial advertising in generational segments, and thus within the Generation Y in the Czech Republic, from the perspective of the

23 JURÁŠKOVÁ, O. et al.: *Velký slovník marketingových komunikací*. Prague : Grada, 2012, p. 237.

24 POLAKEVIČOVÁ, I.: *Aplikácia transakčnej analýzy do oblasti marketingovej komunikácie*. Nitra : UKF, 2015, p. 21.

25 BULANDA, I.: Organizational transactional analysis and effective internal marketing communication in a company. In *The VŠPP Entrepreneurship Studies*, 2019, Vol. 8, No. 1-2, p. 94.

26 BERNE, E.: *Co řeknete, až pozdravíte*. Prague : Portál, 2013, p. 27.

individual's personality structure according to the theory of transaction analysis. Applying transaction analysis to marketing research is thus one of the innovative approaches to a deeper understanding of advertising perception by customer segments in their wide range. In the current literature, there is no view of examining the perception of commercial advertising in generational segments, and thus within the Generation Y in the Czech Republic, from the perspective of the individual's personality structure according to the theory of transaction analysis. Applying transaction analysis to marketing research is thus one of the innovative approaches to a deeper understanding of advertising perception by customer segments in their wide range.

2 Methodology

The study presents partial results of the research project "Value Orientation of Customer Segments in the Czech Republic" (GA/2019/13). It reflects the findings relating to the perception of the term commercial advertising in the customer segment of generation Y in the Czech Republic. The main objective of the presented study was to identify the subjective perception of the term commercial advertising in the customer segment of generation Y in the Czech Republic in terms of transactional analysis (hereinafter TA). The partial objective was to identify the presence of individual Ego states (Parent, Adult, Child) of TA in the perception of the term commercial advertising in the customer segment of generation Y in the Czech Republic. In view of setting the main objective, we have formulated for us the following research questions (RQ):

- RQ1: How is the term commercial advertising perceived in the research group of the customer segment of generation Y?
- RQ2: How is the term commercial advertising perceived with respect to gender differentiation of the research group of the customer segment of generation Y?
- RQ3: What is the activation of Ego states (Parent, Adult, Child) while perceiving the term commercial advertising in the research group of the customer segment of generation Y?

The research group consisted of 100 respondents, 52 women (52%) and 48 men (48%). The average age of the entire study population was 37,93 years. The average age of women was 40.03 years. The average age of men was 35,64 years. The table below (Table 2) shows that the research population was largely composed of female respondents.

The disproportionality of the research population in terms of gender representation can be explained by the fact that it could be influenced by a determinant related to the current demographic structure of the population, which is dominated by women.²⁷ Despite this, we can conclude that the research set corresponds to the specified intentional selection criterion with respect to the segmentation approach of the generational typology and represents the Generation Y customer segment. From the point of view of ontogenesis, the research group can be placed into the stage of middle adulthood, which lasts from 30 to 45 year of age of an individual.²⁸

Table 2: Evaluation of respondents by gender

GENDER (Age cohort generation Y)			
	Women	Men	Total
Valid (N)	52	48	100
Percent	52%	48%	100%
Mean	40,03	35,64	37,93

Source: Own processing

In terms of socio-demographic characteristics of the respondents, we were identifying their highest education. The results showed that 64 respondents had graduated from the university and 36 respondents had graduated from a secondary school (Table 3).

Table 3: Evaluation of respondents by gender completed education

COMPLETED EDUCATION (generation Y)			
	High school	University	Total
Valid (N)	36	64	100
Percent	36%	64%	100%

Source: Own processing

27 CZSO. *Focus on women and men*. [online]. [2019-01-01]. Available at: <<https://www.czso.cz/documents/10180/60622084/30000218.pdf/ca944559-950a-45c0-bd6b-fbe949cd0373?version=1.5>>.

28 ŠRAMOVÁ, B.: *Osobnosť v procese ontogenézy*. Bratislava : MELIUS, 2007, p. 136.

The points given above suggest that for generation Y the key to success is education.²⁹ They are very pragmatic and rational with a strong career orientation. As reported by J. L. Hurst and L. K. Good³⁰, generation Y tends to be exposed to an intellectual challenge and the achievement of a prestigious degree plays an important role.³¹ The mentioned points highlight the fact that generation Y is much better educated than previous generations. Thus, generation Y recognizes and values higher education as one of the substantial factors for achieving work success.³² The primary method of data collection was the exploratory method of questionnaire implying the semantic differential method. The questionnaire was written in which respondents were able to record their assessments regarding commercial advertising concepts. The author of the applied secondary method of semantic differential is Osgood, Suci and Tannenbaum.³³ Originally the introduced method was developed to measure the connotative meaning of terms, and later its use was extended in the humanities and social sciences to explore social perception, mental and social representations. Nowadays, this method has also been used in the field of marketing research, and is used in market research, public opinion surveys. Its modified applications for measuring attitudes and frequent use of evaluation scales in marketing research are also being expanded. The semantic differential consisted of 36 seven-point scales in the presented research. Individual scales consisted of bipolar pairs of adjectives, which were focused on three basic dimensions of semantic differential, also referred to as EPA - evaluation, potency and activity. In the research we used the following adjectives: 1. good - bad, 2. important - insignificant, 3. understanding - moralizing, 4. tolerant - intolerant, 5. exclusive - ordinary, 6. rich - poor, 7. contemplative - shallow, 8. public - private, 9. sincere - false, 10. friendly - unfriendly,

29 POLAKEVIČOVÁ, I.: *Aplikácia transakčnej analýzy do oblasti marketingovej komunikácie*. Nitra : UKF, 2015, p. 92.

30 HURST, J. L., GOOD, L. K.: Generation Y and career choice: The impact of retail career perceptions, expectations and entitlement perceptions. In *Career Development International*, 2009, Vol. 14, No. 6, p. 571.

31 PUSPANATHAN, C. A. et al.: Perceptions of Generation Y Undergraduate Students on Career Choices and Employment Leadership: A Study on Private Higher Education Institutions in Selangor. In *Malaysian Online Journal of Educational Sciences*, 2017, Vol. 5, No. 3, p. 51.

32 KILBER, J., BARCLAY, A., OHMER, D.: Seven Tips for Managing Generation Y. In *Journal of Management Policy and Practice*, 2014, Vol. 15, No. 4, p. 82.

33 DŽUPINA, M. et al.: Vnímanie sociálnej zodpovednosti a vek. In *Analýza a výskum v marketingovej komunikácii*, 2013, Vol. 1, No. 1, p. 42.

11. tractable - intractable, 12. natural - artificial, 13. sure - uncertain, 14. honest - unprincipled, 15. reliable - doubtful, 16 liberal - authoritative, 17. engaging - boring, 18. strong - weak, 19. simple - complex, 20. organized - chaotic, 21. gentle - rough, 22. naive - calculating, 23. tranquil - excited, 24. loud - quiet, 25. trustworthy - misleading, 26. protecting - non-protective, 27. selfless - egoistic, 28. socially beneficial - socially unworthy, 29. practical - impractical, 30. commercial - non-commercial, 31. pedant - negligent, 32. needed - useless, 33. active - passive, 34. direct - manipulative, 35. bold - shy, 36. poisonous - acceptable. To evaluate data obtained from the questionnaires, modular software SPSS was used.

3 Results

The resulting findings are presented in well-arranged graphs and tables that reflect the individual stages of statistical processing of data that we obtained through a questionnaire with the implementation of the semantic differential method.

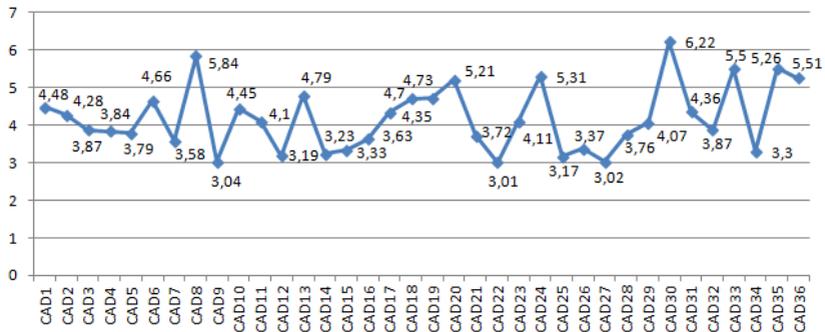


Chart 1: Average perception profiles of commercial advertising

Source: Own processing

The results indicate that generation Y perceives the term of commercial advertising mostly in negative connotations. The calculation of the mean values of the semantic differential suggests a shift to adjectives: non-commercial (AM = 6.22), public (AM = 5.84), passive (AM = 5.5), shy (AM = 5.51), quiet (AM = 5.31), chaotic (AM = 5.21), poor (AM = 4.66), uncertain (AM = 4.79), complex (AM = 4.73). We believe that the finding given above reflects the fact that advertising is generally perceived as a negative phenomenon. The negative perception of commercial advertising could be largely affected by the so-called advertising smog

related to excessive placement of advertising in public space (linked to the adjective public). This could also explain the shift to adjectives - passive, shy, silent, uncertain - suggesting that people are supersaturated with advertising. An interesting indicator is the tendency towards the adjective non-commercial, which can be interpreted as the finding that the research group of generation Y does not distinguish between the terms commercial and non-commercial advertising.

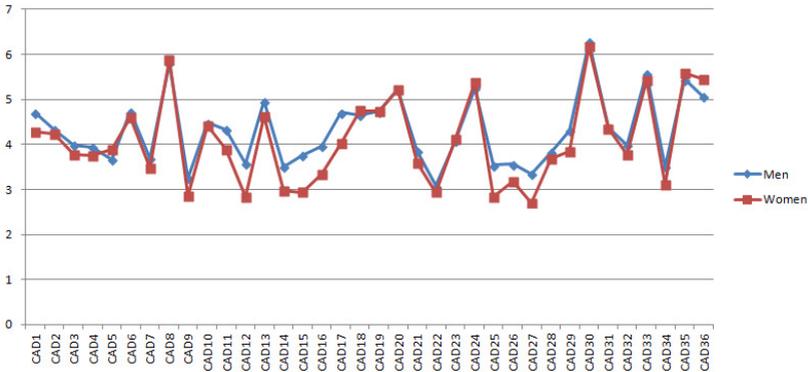


Chart 2: Differences in Semantic Differential Scale in Perception of Commercial Advertising in Men and Women

Source: Own processing

Men perceive the term commercial advertising more critically than women. The indicators are mean values and a shift to adjectives: CAD30: non-commercial (AM = 6.27), CAD33: passive (AM = 5.58), CAD6: rich (AM = 4.73), CAD17: boring (AM = 4.71), CAD1: bad (AM = 4.69). An interesting indicator is the fact that the men and women show a consistent tendency toward adjectives: CAD20: chaotic (AM = 5.21) and CAD19: complex (AM = 4.73). By comparing the average perception profiles of the term commercial advertising in the research group of men and women of generation Y (Chart 2), we found that the greatest difference was concentrated in pairs of adjectives (Table 4): CAD16: liberal - authoritative, CAD25: trusted - misleading CAD27: selfless - egoistic.

Table 4: Semantic Differential Scales, where statistically significant differences

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
CAD16	Equal variances assumed	3,066	,083	2,128	98	,036	,631	,297	,043	1,220
	Equal variances not assumed			2,105	87,769	,038	,631	,300	,035	1,227
CAD25	Equal variances assumed	,177	,675	2,239	98	,027	,715	,319	,081	1,348
	Equal variances not assumed			2,246	97,999	,027	,715	,318	,083	1,346
CAD27	Equal variances assumed	2,499	,117	2,412	98	,018	,643	,266	,114	1,171
	Equal variances not assumed			2,388	88,583	,019	,643	,269	,108	1,177

Source: Own processing

In order to determine the main objective of the presented study, we analysed the results of subjective perception of the term commercial advertising in generation Y in terms of transactional analysis. We were searching for the representation of individual states of Ego (Parent, Adult, Child) in the perception of the term commercial advertising. The identification of Ego states by means of adjectives in question (non-commercial (AM = 6.22), public (AM = 5.84), passive (AM = 5.5), shy (AM = 5.51), quiet (AM = 5.31), chaotic (AM = 5.21), poor (AM = 4.66), uncertain (AM = 4.79), complicated (AM = 4.73)) we based on the categorization of characteristic manifestations of Ego status Parent, Adult, Child by Berne³⁴ and Harris.³⁵

34 BERNE, E.: *Co řeknete, až pozdravíte*. Prague : Portál, 2013, p. 27.

35 HARRIS, T.: *Já jsem OK, ty jsi OK*. Prague : Pragma, 1999, p. 45.

Table 5: Identification of Ego states (Parent, Adult, Child) in the perception of the term commercial advertising

Commercial advertising	
Ego state	Adjective
Parent	uncertain
Adult	non-commercial
	public
	chaotic
	poor
	complex
Child	passive
	shy
	quiet

Source: Own processing

The resulting findings show that the research group of generation Y perceives the term commercial advertising in the dominance of Ego state Adult and subsequently from Ego state of Child (Table 5). The minimum representation was detected for the perception of the term commercial advertising from Ego state of Parent. From this point of view, it is possible to reflect the reliance on the so-called psychological maturity, which is characteristic of the middle adulthood stage.³⁶ The domination of Adult Ego state suggests that the personality traits of the respondents show a relatively high structural stability, which is also highlighted by M. Allemand, V. Gomez and J. J. Jackson.³⁷ The relativization of the influence of parental authorities is significantly negated, as evidenced by the representation of Ego state of Parent. The perception of Generation Y research group reflects rooting in the main social roles of adults. Resilience and distancing to manipulation are noticeable.

36 ŠRAMOVÁ, B.: *Osobnosť v procese ontogenézy*. Bratislava : MELIUS, 2007, p. 136.

37 ALLEMAND, M., GOMEZ, V., JACKSON, J. J.: Personality trait development in midlife: exploring the impact of psychological turning points. In *European Journal of Ageing*, 2010, Vol. 7, No. 3, p. 148.

Conclusion

The study presents the partial results of more extensive research, while focusing on the perception of the term of commercial advertising in the customer segment of generation Y in terms of transactional analysis. The resulting findings have shown that the term commercial advertising is predominantly perceived by the entire research group in negative connotations. The mean values of the pairs of studied adjectives within the semantic differential tended to have negative attributes. The comparison of semantic profiles of men and women reflected statistically significant differences in pairs of adjectives: CAD16: liberal - authoritative, CAD25: trustworthy - misleading, CAD27: selfless - egoistic. The identification of Ego states Parent, Adult, and Child, according to the theory of transactional analysis, pointed out that in the research group of generation Y, the perception of the term commercial advertising is dominated by Ego state of Adult. The low level of activation of Ego state Parent reflects a strong rejection of the influence of parental authority. From this point of view, it can be assumed that the perception of the term advertising is based on the psychological maturity that is characteristic of the stage of middle adulthood. In relation to the set objective of the empirical examination, it can be stated that it was fulfilled and the defined research questions were answered. The findings given above indicate that the negative perception of commercial advertising can be affected by advertising supersaturation; i.e., its tendency to be exposed in public space.

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Contact data:

Ing. Vladimír Vavrečka, CSc.
University of Entrepreneurship and Law
Department of Marketing
Vltavská 585/14
150 00 Prague 5
CZECH REPUBLIC
vladimir.vavrecka@vssp.cz

PhDr. Ivana Bulanda, Ph.D.
University of Entrepreneurship and Law
Department of Marketing
Vltavská 585/14
150 00 Prague 5
CZECH REPUBLIC
ivana.bulanda@vssp.cz

USING SEMANTIC ANALYSIS TO UNDERSTAND THE BEHAVIOUR OF INFLUENCERS

Ludmila Čábyová – Lenka Ďurišová

Abstract

The authors of this paper deal with the topic of fitness industry in the context of social media. They emphasise the need to analyse the profiles of social media fitness influencers, who have great impact on the buying behaviour of their followers. One method of doing this is to conduct a content analysis of the profiles using the Pentadic analysis, in which analysing five features (a pentad) can help discover influencers' real motivation for their self-presentation on social media. The authors analyse the Instagram profile of Timea Trajtelová, a famous Slovak fit model. Using the pentadic analysis they identify the 'pentad ratio' and find out what motivates her to create the content of her social media profile, as well as the reasons for its massive popularity. The aim of this paper is to analyse the Instagram profile using the Pentadic Analysis and to answer three research questions: 1. What content do fitness social media influencers publish on Instagram? 2. Do they effectively communicate with their followers when presenting goods and services? 3. What is their real motivation for self-presentation?

Key words:

Fitness. Healthy Lifestyle. Influencer. Influencer's Motivation and Behaviour. Instagram. Instagram Profile Analysis. Pentadic Analysis. Social Media. Timea Trajtelová.

Introduction

Historically, the healthy lifestyle trend has lasted for a very long time. As early as in the 19th century, women started to feel pressured by society and therefore strived for a thin body, which they achieved through calorie-counting and regular training at home.¹ However, within the last decade, there has been a surge in the interest in health, healthy lifestyle, working out and fitness. This increase has been caused by the by the rise in the popularity of using social media, which have become more accessible to small companies and individuals. Moreover, this trend is reinforced by the poor eating habits and lack of exercise of the current generation. „While people have always been striving to be the best version of themselves,

1 KOCH, A., LUU, M.: *Strong is the new skinny*. [online]. [2019-11-13]. Available at: <<http://allesoverjongeren.nl/jongerentrend-strong-is-the-new-skinny/>>.

eating wholesomely and exercising regularly is often motivated by social media platforms. There is currently a huge hype around fitness and health on social media,² which is why a great number of people use social media to tell stories about their lifestyle and give advice to others.³ Social media are the ideal venue for interactive communication. There is a strong feeling of trust between the influencer and the follower as the influencers take on the role of just an 'ordinary' person, not a celebrity. It is this feature of influencers which drives a lot of companies to invest in social media through employing this communication tool.

1 The Theoretical Framework of Pentadic Analysis and Its Use to Analyse Influencers

Albert Bandura, the author of Social Learning Theory claims⁴ that new patterns of behaviour can be acquired either by first-hand experience or by observing the behaviour of others. The social learning theory helps explain the reasons for the remarkable impact influencers have on the behavior of other people. These often observe their role models and thereby acquire their behaviour. This pattern is labelled as Electronic Word of Mouth (eWOM), the successor of the classical Word of Mouth (WOM). Both the real life and electronic communication are the carriers of either positive or negative experience with a product, which they share with a group of potential customers. Using the pentadic model, the following qualitative research investigates the influence which the influencers have on a brand. It is a semiotic analysis used predominantly in the study of rhetoric. As the name implies, the core of pentadic analysis is a focus on five elements: act, scene, agent, agency, and purpose. Burke argues⁵ that they are common to all narratives and they are collectively referred to as the *dramatistic pentad*. Understanding both their construction and their relation to one another is a valuable method for unpacking the intended

2 RIDGWAY, J., CLAYTON, R. B.: Instagram Unfiltered: Exploring Associations of Body Image Satisfaction, Instagram #Selfie Posting, and Negative Romantic Relationship Outcomes. In *Cyberpsychology, Behavior, and Social Networking*, 2016, Vol. 19, No. 1, p. 3-6.

3 KOCH, A., LUU, M.: *Strong is the new skinny*. [online]. [2019-11-13]. Available at: <<http://allesoverjongeren.nl/jongerentrend-strong-is-the-new-skinny/>>.

4 BANDURA, A.: *Social Learning Theory*. Stanford : Stanford University, 1971, p. 46.

5 BURKE, K.: *A Grammar of Motives*. Berkeley. London : Prentice Hall, 1945, p. 15.

motives behind a character's (or narrator's) actions.⁶ In pentadic analysis, the concept of *act* is understood as behaviour or action which happened, the *agent* is the doer of the action, who uses many methods of approaching the audience and self-presentation. The concept of *agency* is sometimes referred to as *tools*. The concept of *scene* is the setting in which the action takes place. *Purpose*, the last element of semantic analysis, enables scholars to understand what shapes the behaviour of the agent. *Burke intended the pentad to be a form of rhetorical analysis, a method readers can use to identify the rhetorical nature of any text, group of texts, or statements that explain or represent human motivation. It is Burke's point that any 'well-rounded' account of human action must include some reference to the five (or six) elements of the pentad. Writers have also found that the pentad is a useful method of generating ideas.*⁷

Pentadic analyses:

- Act – what is being done;
- Agency – what tools are used;
- Agent – person who did the act;
- Scene – setting / background for the action;
- Purpose – the reason behind the action – why was it done?.

*The dramatic pentad offers an especially worthwhile strategy when you analyse several parallel scenes of action in different contexts.*⁸ Burke also later added a sixth term, attitude, making the pentad into a hexad. Pentad or hexad, the point is that 'well-rounded statements' about human motivation will make some reference (explicitly or not) to act, scene, agent, agency, purpose, and attitude.⁹ When scholars analyse the above-mentioned pentads, they usually proceed according to three common steps. First, they analyse how the narrator uses each of the five elements of the model and define the dominant one. Subsequently, they search for the presence of the so-called 'pentadic ratio', i.e. the elements with correlation. Identifying the relations among the elements and discovering the dominance of one element over another enables the critic to better understand the motivation of the narrator. Finally, the scholar

6 DUNN, R. Ch.: The Future is in a Good Hands. A Pentadic Analysis of President Barach Obama 's Farewell Address. In *Kaleidoscope: A Graduate Journal of Qualitative Communication Research*, 2018, Vol. 17, No. 7, p. 79.

7 BLAKESLEY, D.: *The Elements of Dramatism*. New York : Longman, 2002, p.18.

8 TRACY, S. J.: *Qualitative Research Methods: Collecting Evidence, Crafting Analysis, Communicating Impact*. Hoboken, New Jersey : Wiley-Blackwell, 2013, p. 211-212.

9 BLAKESLEY, D.: *The Elements of Dramatism*. New York : Longman, 2002, p. 18.

examines how the primary 'pendantic ratio' reveals the narrator's motive. By adhering to this procedure, scholars are able to explain Burke's question of 'What is involved, when we say what people are doing and why they are doing it?' A host of scholars apply Kenneth Burke's method to their analyses of political speeches (Martin Luther King, J. F. Kennedy, Barack Obama, Therese May)^{10 11 12}. The use of pentadic analysis has its role not only in oral communication but also in analysing audio-visual communication, e.g. in films, TV shows, documentaries such as *Defence of J.F. Kennedy*, (Benoit, Neil, 1998)¹³, *Batman Forever* (Terril, 2000)¹⁴, *Fahrenheit 9/11* (Senda-Cook, 2008)¹⁵, *Armstrong Lie* (Harper, 2017)¹⁶. Furthermore, pentadic analysis can be used to examine the attitude of influencers on social media, expressed when creating a post or any content, interacting, reacting to comments as well as in the number of posts per day. Pentadic analysis also helps determine the best and the worst time to post content on different social media networks. The social learning theory helps us understand why „influencers are so influential“¹⁷. This theory explains people's need to learn from their role models and to emulate those role models who they observe and follow in real life and through social media. Influencers shape consumers' opinion on goods and services. That is why it is in the best interest of companies

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- 10 BRUMMETT, B.: "A Pentadic Analysis of Ideologies in Two Gay Rights Controversies." In *The Central States Speech Journal*, 1979, Vol. 30, No. 3, p. 251-260.
- 11 DUNN, R. Ch.: The Future is in a Good Hands. A Pentadic Analysis of President Barach Obama 's Farewell Address. In *Kaleidoscope: A Graduate Journal of Qualitative Communication Research*, 2018, Vol. 17, No. 7, p. 79.
- 12 LING, D. A.: A Pentadic Analysis of Senator Edward Kennedy's Address to the People of Massachusetts July 25, 1969. In *Central States Speech Journal*, 1970, Vol. 21, No. 2, p. 82-85.
- 13 BENOIT, W. L., NILL, D. M.: Oliver Stone's defense of JFK. In *Communication Quarterly*, 2009, Vol. 46, No. 2, p. 128-142.
- 14 TERRILL, R. E.: Spectacular repression: Sanitizing the batman. In *Critical Studies in Media Communication*, 2000, Vol. 17, No. 4, p. 494-508.
- 15 SENDA-COOK, S.: Fahrenheit 9/11's purpose-driven agents: A multipentadic approach to political entertainment. In *KB Journal*, 2008, Vol. 4, No. 2. [online]. [2019-11-13]. Available at: <<https://www.kbjournal.org/sendacook/>>.
- 16 For more information, see: ANDERSON, H. D.: *Livestrong or Lie Hard: A Pentadic Analysis of Deception and Reputation Management in 'The Armstrong Lie'*. Brigham : Young University, 2017.
- 17 BANDURA, A.: *Social Learning Theory*. Standford : Standford University, 1971, p. 46.

to start cooperating with them. In the past, they tended to focus their cooperation on famous people and celebrities. Today, influencer marketing employs ordinary, yet inspirational people with incredible influence. The person they search for is someone “with a story to tell¹⁸” while the principles of advertising communication are applied, too. It is easy to agree with the opinion of P. Krajčovič, who stipulates that media are „able to deliver advertising message to the target audiences and thus help us achieve the set advertising objectives and, in the broader context, also communication and marketing objectives“¹⁹.

Social media use animation, motion graphics and photography. Therefore, they are a suitable tool for industries which stress the importance of the visual aspect, e.g. healthcare and body care, healthy lifestyle or fitness. When we take a closer look at the fitness industry, we discover a host of influencers – athletes. Through the use of daily posts, they present their enthusiasm for sports, exercise and healthy diet. They share snaps from their training, they publish highly attractive photos of their bodies, they motivate people by pictures and recipes of dishes they have made, provide people with ideas on losing weight and how to be healthy while having a happy life. They are admired for their astonishing looks and success in sport. Instagram belongs to the most suitable tools of fitness social media influencers as it is able to underpin the visual side of communication. Focusing the attention to the brand is part of influencers’s presentation. The most frequently enhanced brands are clothing brands, healthy lifestyle brands, protein enhanced foodstuffs and drinks, cosmetics and sports equipment. The multidimensional relation allows the audience to respond, express their opinion about the person but also the brand in question. The anonymous communication of the brand is becoming more genuine and it gets a human face attached to it. Influencers help to bring the brand closer to the target consumers by asking their followers to express their opinion about it or to ask questions related to it. These comments in the comments section form a community of people who not only share their admiration for the influencer but also have the same lifestyle, interests and buying behavior. It is supposed that they will be prone to emulating the behavior of the influencer and their positive relationship with the brand.

18 KÁDEKOVA, Z., HOLIENČINOVÁ, M.: Influencer Marketing as a modern Phenomenon creating a new frontier or virtual opportunities. In *Communication Today*, 2018, Vol. 9, No. 2, p. 91-104.

19 KRAJČOVIČ, P.: Strategies in media planning. In *Communication Today*, 2015, Vol. 6, No. 2, p. 29.

2 Methods of Scientific Research

The aim of the presented paper is to define the basic goals of semiotic analysis of a profile of a social media influencer and identify the motivation to choose the content of their posts. During the analysis, we zoomed in on the *frequency of occurrence of the given category* – the number of followers, likes, comments and the *dichotomy of the given category* – the presence or absence of brand presentation in the influencer's profile. In the qualitative research into the behaviour of the influencer on Instagram, we asked three questions:

1. What fitness related content do influencers publish on their Instagram profile?
2. Do they effectively communicate with their followers while presenting goods and services effectively?
3. What is their real motivation to present themselves through social media?

As a method of conducting marketing research we chose structured observation. The object of our observations is the profile of the famous fit model Timea Trajtelová with 228,000 followers. Timea is a three-time world champion and a two-time European champion in bikini fitness. As a tool for content analysis we used the Pentadic Analysis, i.e. the analysis of five pentads - act, agent, agency, scene and purpose. Subsequently, we will identify the interaction of the individual elements – the so called pentadic ratio. By discovering the correlation among the elements of Pentadic analysis we are able to better understand the influencer's motivation.

3 Outcomes and Discussion

3.1 Pentadic Analysis Research of a Fitness Influencer on Instagram

The fitness industry is enjoying immense popularity. The fitness culture can be understood as a sociocultural phenomenon which is linked to the culture of physical exercise. The postmodern era brought the cult of the body. The human body became the focal point especially thanks to the contribution of media. The human body is in the centre of our attention, it is being admired (beauty contests, magazines such as Playboy etc.), it is being cared for (mass sportsmanship, going to the gym), we improve it (from the inevitable plastic surgery conducted for health improvement

to pointless aesthetic surgery conducted in order to near our bodies to the ideal images of human body pushed by the media. Similarly, to all the social media influencers, in the analysis, fitness posts share similar agent and agency. The act is represented by advertising, whose main aim is to be creative, innovative and different. Fit models are frequently seen promoting products which are connected with sports, sports clothes, diet and dietary supplements. It is suitable for the ad to be subtle, ideally when the product becomes part of the fit model's life; for example if it is used in training or gym routine. There has been an increased trend of people exercising at home again, with more technology advanced equipment and software. Another form of doing exercises, at home is with online video-on-demand workout programs, which are becoming more common. In the past, people have used VHS tapes and DVD's with workout routines to follow at home. With new technology, it is now possible to follow online video courses, on demand, on about every device. The difference is that these are interactive, and people from all over the world can participate online in any given class. Another online trend increasing rapidly is online personal training.²⁰ It used to be considered as a poor substitute to actual online training, but with the advances in technology it is now more feasible to offer a personalized fitness program via an online or mobile platform (Pete McCall, 2016).

The agent is the person of the influencer whereas the purpose is to motivate the followers to want to buy the product and actually make the purchase. Every influencer who cooperates with a particular brand has to adhere to set conditions of the promotion, including but not limited to the pre-determined means and frequency of communication. The scene in the analysis is understood as the setting in which the posts take place. The fitness philosophy continued over the decades, and especially bodybuilding became very popular. From that point on, even women went into the "men's section" of a gym, which made it possible for fitness centers to identify a new target group.²¹ A common feature of the posts is the fact that they are all presented in an work-out environment which

20 McCALL, P.A.: *10 Fitness trends to look out for in 2016*. Released on 7th December 2015. [online]. [2019-11-13]. Available at: <<https://www.acefitness.org/education-and-resources/professional/expert-articles/5762/10-fitness-trends-to-look-out-for-in-2016>>.

21 HAEMERS, I.: *Success Story of a Young Fitness Brand: Social media influence as an indicator of success in the fitness industry*. [online]. [2019-11-13]. Available at: <http://diposit.ub.edu/dspace/bitstream/2445/102484/1/TFM-DEE_Haemers_2016.pdf>.

enables training and physical exercise. In most cases, it is the gym and domestic environment of the fit models. Moreover, the fit models make their posts more interesting by publishing photos and videos from their private life – trips, holidays and competitions, etc. Furthermore, they regularly inform their followers about their figure and its improvement and they flex their muscles to prove it. The thing which is different in the pentadic analysis is the way which the influencers create their posts. Naturally, their presentation depends on the type of products which they promote. Timea Trajtelová cooperates with Xiaomi (white goods, communication technology). Several goods manufactured by this brand added to her posts can become part of everyday life of an ordinary person (e.g. a smartphone, a toothbrush, a robotic vacuum cleaner, a watch, electric pots, a scooter, a drone etc.) The other group of promoted goods were products which are part of her competitive life such as personal scales, a fitness tracker, exercising machines and accessories and a rice cooker just to name a few. Another brand which she currently cooperates with is Smilodox, which is a brand of sportswear and Olimp sport nutrition – a brand of sport and nutritional diet (protein bars, peanut butter, dietary supplements and vitamins). She regularly hashtags her posts with the names of the brands which she endorses - #xiaomi, #smilodox, #olimpsportnutrition but she also uses hashtags like #fitness, #health, #body, #happy, #home, #love and #woman. Besides, Timea's services of a personal trainer also significantly contribute to her income. These activities range from online consultancy, tailor made diet plans and one-to-one gym training sessions. Therefore, she devotes a large portion of her posts to these kinds of activities. For the purposes of the pentadic analysis, the companies which Timea cooperates with are labelled as agency.

The popularity of her Instagram profile stems mainly from the fact that Timea's life seems to be very intriguing. She presents herself as the ideal woman, living her life alongside of a loving husband in a beautiful house, enjoying numerous exotic holidays. She is not reluctant to expose her privacy. For instance, she dedicated a large portion of her posts to the preparations and build-up to her wedding day. Her posts are popular and frequently commented also by male audiences, especially those risqué posts including her pictures in lingerie. Based on the analysis, it can be claimed that the most powerful and the most dominant element of the pentadic analysis is Timea herself (agent). She is able to create the so called pentadic ratio with every element of the pentadic analysis. The relation between the *agent* and the *purpose* is expressed in a very subtle way. The main intention of communicating through social media is not to present

the brand which she cooperates with. She did not seem to have that in mind even after the number of her followers sky-rocketed. By posting on Instagram, she created an interactive community. This community doubles as the target group which is easier to reach. Her feed posts average 50,000 impressions and every post is 'liked' by 6,000 – 15,000 followers.

Timea is able to motivate people to buy the branded goods. For many women, she is a role-model who they want to look like and be like. This is connected with the products she uses. However, Timea's followers are not made up of solely beautiful young female fit models. Many of them only admire Timea and shop with the motive which goes: "If I cannot look like Timea, at least I can have the same stuff." Timea often shares such statuses, sent to her by her admirers and followers. When visiting her Instagram profile, her follower does not feel like she is trying to force them a brand or her products. Quite the opposite, her profile is devoted to her self-presentation. The vast majority of her posts comprise of photos and videos from workouts without mentioning the brand. Currently (November 2019) she is thinking of launching her own brand. This might be the place to find the answer to the third research question defined in the research methods. What is the influencer's genuine motivation to present oneself through social media? The name Timea Trajtelová has become a true brand within the community of young fitness dedicated people. Her great motivator is the launch of her own brand TMT which she is planning to present.

Conclusion

The significance of influencer marketing is constantly on the rise. The statistics stemming from the research into this topic have brought intriguing figures:²² 32 % of all internet users use internet on a daily basis. Teenagers are the most active group of all, with 72% of teenagers being active on Instagram, 54 % of influencers use Insta Stories as part of the advertising campaign, seven out of ten hashtags belong to the particular brand. Social media are inherent in daily lives of the people within the area of fitness. They provide their followers with regular videos from trainings, workout instructions for home use or healthy diet tips. In contrast with the past, when athletes and models spent their time in the gym, modern technologies allow for doing most of the fitness-related

22 *Distribution of Instagram users*. [online]. [2019-09-14]. Available at: <<https://www.statista.com/statistics/398166/us-instagram-user-age-distribution/>>.

activities online. The problem of media users might emerge if they are unable to distinguish between the truth and false claims and they if they accept the content offered by influencers without any critical thinking. It is absolutely essential to closely examine influencers' profiles, as they not only influence our buying behavior but also work and private lives of teenagers and adults.

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Contact data:

assoc. prof. PhDr. Ľudmila Čábyová, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
ludmila.cabyova@ucm.sk

Mgr. Lenka Ďurišová
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
lenka.durisova@ucm.sk

EXAMINE CONSUMER SATISFACTION IN POSTAL SERVICES IN SLOVAKIA

*Ivo Doležal – Miroslava Skýpalová – Urban Kováč –
Peter Pšenák*

Abstract

European Commission's Postal Directive recommends EU member states to better understand to the user needs and preferences for postal service. Various EU member states have employed various techniques to measure consumer preferences in postal markets that link senders and recipients. This is a challenging task that needs careful consideration of technical, economic and social environment evolution of postal consumer needs. The aim of this paper is to examine consumer satisfaction for postal services in Slovakia. The analysis examines how these consumer preferences vary across 260 residential consumers and 90 business customers.

Key words:

Decision Theory. Discrete Choice Experiment. Stochastic Models.

Introduction

The objective of this study was to develop recommendations for the future development of the universal postal service in Slovakia in the context of the postal market best practices especially in the European Union. The overall aim was decomposed into several sub-tasks. The first one was to analyse the current state of the universal postal service in Slovakia and its benchmarking against the other EU member states. The second step was to develop methodological framework to measure the customer requirements and preferences of the users of postal services. This approach was than tested on the pilot sample and the methodological framework was updated to reflect the feedback from the pilot project. The final stage consisted of the nation-wide data collection and final evaluation of the project results.

1 Literature Review

Now postal services are a large and still growing sector of most economies¹ in the world. The major issue that postal services must consider involves consumer satisfaction and consumer preferences. Service quality is at the root of consumers' satisfaction and is linked to such behavioural outcomes as word-of-mouth. At present, new digital technologies have a strong impact on the provision of postal services² worldwide. Several authors have addressed customer satisfaction in postal services in their research³ for example in Bulgaria⁴, Turkey⁵, Serbia^{6,7}, in Malaysia^{8,9}, Indonesia¹⁰ or in the United States¹¹. According to vigorous studies, a trend has emerged in recent years the creation of new services in the postal sector, which is subject to requirements and

- 1 BORONICO, J. S.: Postal service pricing subject to reliability constraints on service quality. In *Pricing Strategy and Practice*, 1997, Vol. 5, No. 2, p. 81-92.
- 2 OTSETOVA, A., DUDIN, E.: Postal services in the conditions of fourth industrial revolution. In *International Journal of Advanced Research in IT and Engineering*, 2018, Vol. 7, No. 5, p. 2-12.
- 3 BORONICO, J. S.: Postal service pricing subject to reliability constraints on service quality. In *Pricing Strategy and Practice*, 1997, Vol. 5, No. 2, p. 81-92.
- 4 OTSETOVA, A., DUDIN, E.: Postal services in the conditions of fourth industrial revolution. In *International Journal of Advanced Research in IT and Engineering*, 2018, Vol. 7, No. 5, p. 2-12.
- 5 YAVAS, U.: Service quality in the postal services in Turkey: A canonical approach. In *Journal of Nonprofit & Public Sector Marketing*, 2000, Vol. 7, No. 3, p. 31.
- 6 RATKOVIĆ, M. et al.: Comparative analysis of customer satisfaction in postal and banking services. In *International Review*, 2017, Vol. 1, No. 2, p. 109-119.
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- 8 ISA, S. M., KIUMARSI, S.: The impact of service quality in postal services: the mediating role of self-service technology. In *International Journal of Services and Operations Management*, 2019, Vol. 33, No. 3, p. 396-418.
- 9 KIUMARSI, S. et al.: Determinants of service quality on service loyalty: the mediating role of customers' satisfaction and brand equity. In *Problems and Perspectives in Management*, 2015, Vol. 13, No.2, p. 348-355.
- 10 KHANOOJA, K. K., PRATHABHAN, S.: Future prospects of postal services in digital age in India. In *Global Journal for Research Analysis*, 2019, Vol. 8, No. 4, p. 42-43.
- 11 CREW, M. et al.: *Handbook of worldwide postal reform*. Cheltenham, Massachusetts : Edward Elgar Publishing Limited, 2008, p. 123-142.

preferences customers^{12, 13}. It plays an important role in the customer's preference competitiveness of postal companies. In a competitive environment, postal service providers must identify the determinants of the success of their distribution channels in terms of service quality and their impact on satisfaction and customer loyalty¹⁴. Postal services that are extremely important worldwide suggests that emphasis should be placed on the implementation of timely and reliable services^{15, 16} and competitive prices¹⁷.

2 Survey Methodology

Our approach was based on the "Study on appropriate Methodologies to Better Measure Consumer Preferences for Postal Services" by Rand Europe developed for the European Commission. This study recommends conducting the surveys by using the Stated preference discrete choice experiment (SPDCE).

2.1 Legislative Framework

The definition of the postal services is based on the Act 324/2011 on postal services, which was amended by the Act 547/2011. The wider context is based on the First Postal Directive 97/67/ES from 15. December 1997, Second Postal Directive 2002/39/ES from 10. June 2002 and Third Postal Directive 2008/6/ES from 20. February 2008. The specific conditions of the provision of the universal service in Slovakia

12 RATKOVIĆ, M. et al.: Comparative analysis of customer satisfaction in postal and banking services. In *International Review*, 2017, Vol. 1, No. 2, p. 109-119.

13 OTSETOVA, A., DUDIN, E.: Postal services in the conditions of fourth industrial revolution. In *International Journal of Advanced Research in IT and Engineering*, 2018, Vol. 7, No. 5, p. 2-12.

14 ÁGUILA-OBRA, A. R. D. et al.: The influence of electronic service quality on loyalty in postal services: the mediating role of satisfaction. In *Total Quality Management & Business Excellence*, 2013, Vol. 24, No. 9-10, p. 1112-1122.

15 RATKOVIĆ, M. et al.: Comparative analysis of customer satisfaction in postal and banking services. In *International Review*, 2017, Vol. 1, No. 2, p. 109-119.

16 OTSETOVA, A., DUDIN, E.: Postal services in the conditions of fourth industrial revolution. In *International Journal of Advanced Research in IT and Engineering*, 2018, Vol. 7, No. 5, p. 2-12.

17 BORONICO, J. S.: Postal service pricing subject to reliability constraints on service quality. In *Pricing Strategy and Practice*, 1997, Vol. 5, No. 2, p. 81-92.

are defined in the Decision of the Postal Regulatory Office 815/001/2012 on the Granting of Postal license to the company Slovenská pošta, a.s. for the period 1.1.2013 to 31.12.2022 for the provision of universal postal service and the obligation to provide the postal payment service. The Postal license 815/001/2012 was amended by the Decision 599/ORPS/2014, which came into effect on 1. January 2015, but this change did not have impact on this study. The quality requirements on the conditions of the universal service are stated in the relevant decisions of the Postal Regulatory Office issued in 2012.

2.2 Discrete Choice Experiment

Discrete Choice Experiment (DCE) method describes, explains and forecasts selection among two or more independent alternatives. It is used in various fields from economy, through environmental management, urban planning to transport and telecommunications. It is often used when analysing the consumer buying behaviour. It aims to understand and predict the behaviour of consumer, when he selects from multiple options. The method identifies factors influencing the decisioning process and provides understanding of the value, which consumers assign to individual products and services. From the scientific perspective it is based on the analysis of the microeconomic theory of demand and consumer behaviour. It is considered relatively precise method of estimating the consumer preferences. As opposed to the standard consumer models, where the key question is “how much”, the DCE is focused on the question “which”. The theory states, that the individual from the utility perspective values specific attribute/characteristic of the product and not the product itself and therefore selects the alternative, which maximizes the highest possible benefit among the offered options. The basis of the DCE approach is to determine, why individual prefers specific alternative compared to other option by comparing one to other. DCE was initially developed by Louviere and Hensher¹⁸ and Louviere and Woodworth¹⁹. Since then, many authors has used discrete choice experiments in their studies, e.g. environmental

18 LOUVIERE, J. J. et al.: On the design and analysis of simulated choice or allocation experiments in travel choice modelling. In *Transportation research record*, 1982, Vol. 890, No. 890, p. 12-16.

19 LOUVIERE, J. J., WOODWORTH, G.: Design and analysis of simulated consumer choice or allocation experiments: an approach based on aggregate data. In *Journal of Marketing Research*, 1983, Vol. 20, No. 4, p. 351-366.

decision making²⁰, smoking cessation behaviour²¹, willingness to pay^{22, 23} and many other. DCE is widely used for the surveys in the public sector as it allows to measure the value of the public services from the citizen perspective. Therefore, it is also suitable in the postal sector to determine the customer priorities in the context of market and demographic changes.

2.3 Attributes Selection

In the experiment design phase, the first step consists of identification of the all relevant attributes. As the number of attributes, which can be researched is limited, it cannot cover all attributes of the postal services, but they need to be prioritized. The common practice is to limit number of factors to maximum 15 to avoid the overload of the respondents and their confusion. As the survey was also covering the specific segments of vulnerable persons (people older than 65 years, disabled people or people with low income) this aspect was very important. The selection of the relevant attributes has been consulted with the representatives of the relevant ministry and the Postal Regulatory Office. The following step was to involve price as the evaluation factor, which would allow the quantitative analysis of the results. The price was considered the monetary/numerical variable.

2.4 Questionnaire Definition

The questionnaire consisted of three main parts:

- **Classification and descriptive questions** – this part ensured that the sample surveyed is statistically representative and provided additional information to cluster our findings.

20 HOYOS, D.: The state of the art of environmental valuation with discrete choice experiments. In *Ecological Economics*, 2010, Vol. 69, No. 8, p. 1596-1602.

21 GOTO, R. et al.: Discrete choice experiment of smoking cessation behaviour in Japan. In *Tobacco Control*, 2007, Vol. 16, No. 5, p. 337-342.

22 MEENAKSHI, J. V. et al.: Using a discrete choice experiment to elicit the demand for a nutritious food: Willingness-to-pay for orange maize in rural Zambia. In *Journal of Health Economics*, 2012, Vol. 31, No. 1, p. 63-70.

23 SCHLERETH, C. et al.: Using discrete choice experiments to estimate willingness-to-pay intervals. In *Marketing Letters*, 2012, Vol. 23, No. 3, p. 762-775.

- **Discreet choice experiment section for the parcels** – this part measured relative importance of the individual attributes of the universal service parcels. We offered respondents various combinations of the different levels of parcels service at the given price points and they were selecting, which one they prefer.
- **Additional services** – we allowed customers to provide ideas about new services, which they would welcome from the universal service provider.

3 Evaluation Methodology

We have used statistical system to evaluate the results of the survey. We have followed the 5 steps approach.

3.1 Attributes Selection and Questionnaire

Each attribute was represented by 2 or 3 levels, where 1 level was considered to be the reference level. Reference level was set based on the current legislative requirements. Independent variables very classified as:

1. Nonmonetary variables,
2. Monetary (category) variables.

Nonmonetary variables represent reduction or increase in the quality of service compared to current level. For example, for the delivery speed the Next day delivery is better service than the current D+2 level and on contrary the D+4 is the reduction in the level of service. The monetary variable, the price of service, cannot be evaluated independently, because its value is derived from the other qualitative parameters. The basis for the setting of the levels of the attributes analysed was the current level of the universal service in Slovakia. For the definition of the level of increment/reduction of the individual attributes we have followed the recommendations of the Rand Europe study. These values were than tested on the pilot sample and minor adjustment very made to reflect the learnings from the pilot survey.

Table 1: The individual attributes and their values

Attribute	Levels		
Speed of delivery	D + 4	D + 2	Next day delivery
Delivery frequency	Monday, Wednesday, Friday	Monday - Friday	Monday - Saturday
Time of delivery	Delivery by 9:00 AM	Delivery by 5:00 PM	
Place of delivery	To the post office	To the home	To delivery box
Price	EUR 1,60	EUR 3,20	EUR 6,40

Source: Own processing

- **Speed of delivery** is measured by the maximum allowed number of days from the day of collection (D) to the delivery day. Currently the letters are delivered within two working days (D+2).
- **Delivery frequency** defines the days on which the items are being delivered. Currently it is every working day.
- **Time of delivery** defines the latest time, when the items are delivered on the last day of the delivery period. Currently all items are delivered by 5:00 PM.
- **Place of delivery** defines, if the items are delivered to the address, or some other place. The delivery box is a place created by the service provider less than 1 km from the delivery address.

Each respondent after filling in classification and descriptive questions in questionnaire was introduced into the context of the survey by short explanatory text. After that he was presented several hypothetical scenarios among which he was required to select his preferred option. Each combination contained product description consisting of various levels of individual attributes. The offered options were pushing respondent to compromise between individual attributes of the product, thus revealing his preferences. For each discreet choice experiment we provided 6 selection steps, while in each step the respondent was required to select one from two options provided. Based on the recommendation from the Rand Europe study we did not allowed the respondent to reject both options.

Table 2: Questionnaire section product description example

Selection #3 - Parcels	Alternative A	Alternative B
Place of delivery	Delivery home	Delivery box
Delivery days	Monday, Wednesday, Friday	Monday - Saturday
Time of delivery	By 9:00 AM	By 5:00 PM
Delivery frequency	D+2	D+4
Price	EUR 3.20	EUR 1.6
Selected option	<input type="checkbox"/>	<input type="checkbox"/>

Source: Own processing

Each respondent expressed his preferences by making 6 selections from the combinations provided. There were different variants of the questionnaires used. For the sample of 350 respondents we have therefore collected 2100 answers. Towards the end of the questionnaire each respondent was requested to state the importance of the individual attributes of the service. This question was used for the quality control purposes.

3.2 Attributes Evaluation

The basic principle of the DCE method is the maximization of utility. The respondents are selecting the option, which maximizes his utility. The evaluation model is described by the formula bellow:

- $RESPONSE = bRDL_1D * RDL_1D;$
- $+ bRDL_4D * RDL_4D;$
- $+ bPDD_PSP * PDD_PSP;$
- $+ bPDD_PS * PDD_PS;$
- $+ bCD_9 * CD_9;$
- $+ bMD_Post * MD_Post;$
- $+ bMD_DS * MD_DS;$
- $+ bPrice * Price.$

Independent variables are represented by following proxy variables:

- Next day delivery (RDL_1D);
- D+4 delivery (RDL_4D);
- Delivery days – Monday, Wednesday, Friday (PDP_PSP);
- Delivery days – Monday – Saturday (PDD_PS);
- Delivery time by 9:00 AM (CD_9);
- Place of delivery – post office (MD_Post);

- Place of delivery – delivery box (MD_DS);
- Price – numerical variable.

Dummy variables are most often used for the quantification of qualitative variables (e.g. gender, education, qualification, buying preferences). The approach of dummy variables uses only two levels – 0 (the attribute is not represented in the selected alternative) or 1 (the attribute is represented in the selected alternative). For example, RDL_1D represents the proxy variable for the Next day delivery option. If respondent is interested in the improvement in the delivery frequency than RDL_1D = 1, otherwise RDL_1D = 0. The same approach is used for other proxy variables for all other attributes in the survey. The abbreviation of the proxy variable consists of the abbreviation of the attribute and abbreviation of the corresponding level.

3.3 Regression Model Estimation

We have used the conditional logit model to estimate the regression model to predict, which alternative the respondent will select. The conditional logit model has been selected due to the fact that the attributes are defined. If the model evaluation would be done without ex-ante defined attributes it would be required to use unconditional logit model. The logit model was supplemented by the adding stratum variable, which was matching the specific respondent to his answers, which allowed model evaluation for specific categories of respondents. Regression coefficients (marked as coefficients b) represented respondents stated preferences, therefore they were indicating the respondent's attitude towards the potential increase/decrease in the quality of service in comparison to the reference level.

3.4 Model Evaluation

For the residential customers the model evaluated 3120 inputs, which were represented by 1560 different questions with two possible alternatives (260 respondents, where each answered 6 questions by selecting from 2 alternatives). For the corporate respondents the model analysed 1620 inputs (90 respondents, where each answered 6 questions by selecting from 2 alternatives).

Table 3: The explanation of model results

	Coefficient b	Statistical error	Value z
RDL_1D	0.49882**	0.15227	3.276
RDL_4D	- 1.03936***	0.10622	-9.785
PDD_PSP	- 0.32190*	0.13132	-2.451
PDD_PS	0.36439*	0.14792	2.463
CD_9	- 0.59173***	0.08708	-6.795
MD_Post	- 0.97817***	0.17000	-5.754
MD_DS	- 1.26414***	0.12238	-10.330
Price	- 0.63261***	0.04748	-13.324

Source: Own processing

In the first column the coefficient b demonstrates respondents’ attitude towards potential increase or decrease in the quality of the given attribute compared to the current level. Stars indicate statistical importance of the given coefficient for the model. The importance factor is calculated from the value z. Importance factor shows the quality of given attribute. If the coefficient does not have any stars attached it means, that the impact of the given level does not have significant impact on the overall result. The second column shows the statistical error of the estimate of the given coefficient represented by the standard deviation, which is caused by the fact that results are only statistical prediction. Its size does not impact results and is dependent on the size of the sample surveyed. The third column provides the value of the tested statistics z, which is used to test the significance of the estimated coefficient b and is calculated on the basis of the statistical error. As the model predicts respondents’ behaviors and the results are probability estimates, the value z would change if the model is recalculated, however the difference should minimal.

3.5 Calculation of the Marginal Willingness to Pay

Marginal willingness to pay (MWTP) indicates the value, the respondents are willing to give up in order to purchase the additional unit of the product, service or to avoid unpleasant event. MWTP is calculated by multiplying coefficient b of the nonmonetary variable and the coefficient b of the monetary variable -1. For example, the Next day delivery for the parcels’ discreet choice experiment the MWTP can be calculated from the following formula:

- $MWTP = (bRDL1D * RDL1D) / (bRDL * Price)$.

Table 4: The explanation of model results

	MWTP	0,025	0,975
RDL_1D	0.7885	0.3284	1.2482
RDL_4D	-1.6430	-2.0842	-1.2783
PDD_PSP	-0.5088	-0.9367	-0.1064
PDD_PS	0.5760	0.1121	1.0530
CD_9	-0.9354	-1.2389	-0.6607
MD_Post	-1.5462	-2.1261	-1.0141
MD_DS	-1.9983	-2.4685	-1.5895

Source: Own processing

First column displays MWTP, for example for the RDL_1D respondents are willing to give up maximum of 0,4496 units to speed up delivery by one day. Next two columns are showing interval, which defines minimum and maximum values, which attribute can contain in the case of repeated estimates.

Conclusion

Overall there were minimal differences between the results for the residential and corporate customers. The only difference was the desire of the residential customers to extend the delivery days by Saturday, even if the price of the service is increased. For the corporate respondents the coefficient b was also positive, but very close to zero, so from the statistical point of view it is not representative. As most of the businesses are open only during the working days, the delivery on Saturday would not be relevant to them. Both residential and corporate respondents would also welcome increase in the delivery speed to the Next day delivery. For the other parameters the negative coefficient values indicate satisfaction with the current level of service. The coefficients b for the parcels survey are provided in the table bellow:

Table 5: Coefficients b for Residential and Corporate and Corporate Respondents

	Residential	Corporate
Price	-0,632	-1,833
Delivery days (Mo, We, Fr)	-0,322	0,0208
Delivery speed (D+4)	-1,039	-1,3465
Delivery place (post office)	-0,978	-0,7258
Delivery place (delivery box)	-1,264	-1,3561
Time of delivery (by 9:00 AM)	-0,592	-0,194
Delivery days (Mo-Sa)	0,364	0,003
Delivery speed (Next day)	0,498	0,975

Source: Own processing

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Contact data:

Ing. Ivo Doležal
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava
SLOVAK REPUBLIC
ivo.dolezal@gmail.com

Mgr. Miroslava Skýpalová
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava
SLOVAK REPUBLIC
miroslava.skypalova@fm.uniba.sk

assoc. prof. Ing. Mgr. Urban Kováč, PhD.
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava
SLOVAK REPUBLIC
urban.kovac@fm.uniba.sk

Mgr. Peter Pšenák
Comenius University in Bratislava
Faculty of Management
Odbojárov 10
820 05 Bratislava
SLOVAK REPUBLIC
peter.psenak@fm.uniba.sk

SELECTING THE POINT OF PURCHASE IN THE CONTEXT OF CONSUMER BEHAVIOR

Tomáš Fašiang

Abstract

The consumer shopping behaviour represents the dynamic and the constantly evolving system. The market is still more heterogeneous and consumers, influenced by the external and internal factors, alter more quickly than ever before. The market segmentation to smaller consumer entities appears as a necessity, as the trend of the marketing proceeds to the mass and individual customizing. Taken into account, these match the marketing and communication strategies more precisely. The topic of this contribution is focused on applying usage of probability method in the process of selecting the point of purchase as a starting point of putting into effect targeted communication of retail shops with a customer in their radius of action. Subsequently, maximization of communication strategy effect is based on appropriate communication with target market within limited area determined by buying stream, which affects target customers, influences their shopping decisions and influences the volume of realized purchases in the given retail shop. The contribution is composed on two mutually interconnected levels. On the first level, it deals with analysis of a mutual relationship among selected macroeconomic indicators in the Slovak Republic and it points out their direct influence on development of retail takings as a basic economic premise of retail shop functioning. On the second level the contribution deals with the specific application of probability method in the field of optimization of retail shops placement in context with maximization of their radius of action. The basis of application of the above-mentioned methods is usage of outcomes of a realized research and statistical data.

Key words:

Buying Stream. Consumer. Economic Development Indicators. Marketing Communication. Retail.

Introduction

Marketing in the modern terminology and in the competitive environment serves as the inevitable system, which is used to create strategies to satisfy customer needs and achieve the set goals. Based on this, marketing is no longer generally oriented to the whole society. On the contrary, it is still more diversified, divided into several segments, even subsegments, in which the companies should apply their tailor-made consumer strategies. Kusá and Hrabovčáková say that the continuous

microsegments identification gives the pressure on the brands and changes the common efficiency and the business success schemes. Therefore, the consumer behaviour research experts use the marginal methods to observe the consumer behaviour. These methods should be performed in accordance with the ethical and sustainable economy development principals.¹ A frequent research has been recently done in order to observe the consumer shopping behaviour in the current society. The research outcome reveals more possibilities that should be used to identify a certain consumer segment. This kind of the shopping behaviour research is complex as the buying process consists of several internal and external factors that are interconnected and not clearly separated. Location of retail shops meets the needs and concentration of customers' demands in order to ensure availability and required capacity according to size, structure, shopping habits of inhabitants in the area of interest. From this point of view, buying stream² can be determined as basis for quantification of possible purchase volume and definition of space for direct and intensive communication with target customers. The basic premise for identification of a target customer is understanding the whole process of consumers' shopping behaviour, from realizing their need, up to evaluation of the purchase made. Based on procedural description of consumer behaviour of a customer while shopping for goods of daily need, there might be identified key elements of decision-making process of shopping behaviour, which may be influenced by active influence of the retail shop's communication strategy. Subsequently, buying stream is represented by an active sales radius of a retail shop, in which its performance may be maximized through an appropriate communication strategy. In this regard, there exists a series of spatial interaction models through which may be measured customer tendencies when selecting a retail unit in terms of place of purchase.

1 Economic View of Retail Performance

The basic precondition of the retail shops placement process is current efficiency of national economy, since it determines economic potential of buying stream, which at the same time points out the scope of application of targeted market communication. If the national economic

1 KUSÁ, A., HRABAČKOVÁ, V.: *Ženy – spotřebitelky : Predikčné modely nákupného správania*. Trnava : FMK UCM in Trnava, 2012, p. 138.

2 GUPTA, S., RANDHAWA, G.: *Retail management*. New Delhi : Atlantic Publishers and Distributors, 2008, p. 506.

performance is on a low level, there occurs threat to performance of a retail shop in terms of turnover and achieved sales. In that case it is necessary to consider the significance of location and also influence of rival retail shops. From this point of view, it is important to know current development of national economy and realize the impacts that may occur under the influence of its cyclical development. The key indicators are gross domestic product (hereinafter only as “GDP”), household consumption and takings achieved for retail performances and goods, except motor vehicles, in accordance with The Statistical Classification of Economic Activities SK NACE Rev. 2 (hereinafter only as “retail takings”). By comparing the mentioned indicators may be identified economic influence on future performance of a retail shop. The basic macroeconomic variable through which can be measured national economic performance is GDP indicator. Currently, the GDP volume has reached its maximum, compared to values from the previous years (since formation of the SR). In 2018 the GDP value reached the limit of almost € 89,7 billion.³ Household consumption indicator represents final household consumption expressed by GDP expenditure method. The above-mentioned indicator takes into account expenditure of households intended for purchase of consumer goods and services. Expenditures of all Slovakian households for 2018 represent the sum of € 49.1 billion.⁴ It means that each average household in Slovakia spends on average almost € 1.983 a month (information based on census results from 2011)⁵. Another important indicator arising from the very focus of the contribution is retail takings. The above-mentioned indicator interprets increase or decrease in retail takings and eventually points out increase or decrease in household expenditure. The following graph displays basic indices of selected economic indicators. Basic index compares development of GDP values, household consumptions and retail takings in specific years of a given period (year 2008 has been selected as the basic period for the needs of this contribution). It follows that GDP, household consumption and also retail takings record year-on-year growth tendency, which has a positive impact on overall national economic performance.

3 *Makroekonomická databáza*. [online]. [2019-10-01]. Available at: <<http://www.nbs.sk/sk/menova-politika/makroekonomicka-databaza>>.

4 *Ibidem*.

5 *Sčítanie obyvateľov, domov a bytov 2011*. [online]. [2019-10-01]. Available at: <<http://slovak.statistics.sk/>>.

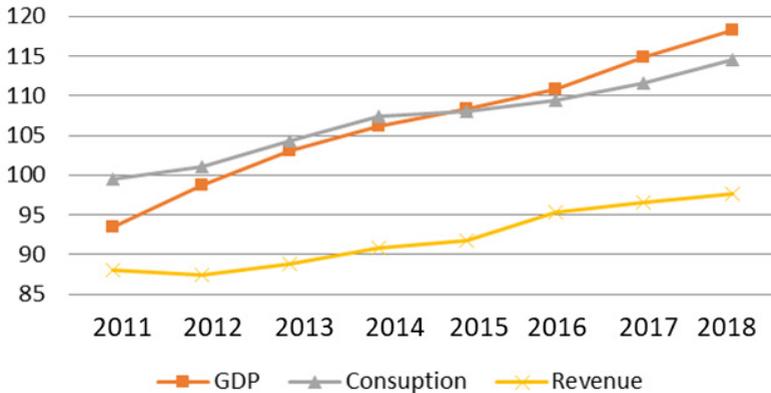


Figure 1: Basic indices of selected economic indicators 2011 - 2018

Source: Own processing, 2019.

From economic viewpoint, there must be pointed out mutual interdependence between indicators of retail takings and household consumption. As long as economic performance (expressed by GDP indicator) increases, household consumption increases, which eventually means increase in retail takings. The above-mentioned statement may be verified via regression analysis, which enables estimation of a functional relationship of mutual interdependences between the explained variable (retail takings - dependent variable) and the explanatory variable (household consumption - independent variable). Should the premise of mutual interdependence between retail takings indicator and volume of household consumption be confirmed, change in consumption must induce change in takings. By using the regression model may be demonstrated mutual bond demonstrated by a linear model. By calculation we gain a point estimate of an equalizing straight line with an equation: $\text{Revenue} = 1161,66 + 0,356602 * \text{Consumption}$. From the value of regression coefficient may be assumed that if consumption value increases by € 1 billion, retail takings increase by € 356.6 million. 95% confidence interval has been used to verify the above-mentioned statement. The following graph interprets position of the regression line. It follows from the above-mentioned facts that national economic performance is on the rise, which has a positive influence on market potential of retail shops. For this reason, it is meaningful to consider appropriate placement of retail shops to provide customers with accessibility and service capacity with focus on maximizing the takings.

An important precondition for placement of a retail shop is geographical definition of forces attracting the customers among separate areas in which retail shops are situated. The shop's attractive force has an impact on consumers even locally (within their neighbourhood). In this case it is a force attracting a customer by the retail shop's radius of action within its buying stream. For this reason, it is necessary to identify correctly the target market and to know the current state of external market environment with the main focus on the retail shop's buying stream radius of action. The buying stream represents retail shop's basic market potential which is expressed by the takings volume realized within a certain time horizon by means of purchases by customers whose number and place of residence falls within the retail shop's area of interest. The overall market potential is also determined by proximity and character of competition.⁶ Retail shop's performance and efficiency of its communication strategy will significantly influence the number of competitors, their relative size considering the retail's character, mutual similarity of assortment composition as well as pricing policy resulting from fixed costs within the retail shop's overall cost structure. The most significant intensity of rivalry will appear in the overlapping areas of mutual buying streams' radii of action.

2 Customer Behavior View of Retail Performance

The consumer behaviour is an important and ongoing decision-making process that includes searching, shopping, assessing and disposing of the products and services. According to the Spilková and Džurová⁷, three groups of the consumer behaviour approaches should be defined:

1. Psychological approach: emphasizes the mental influence of the consumer. It is claimed that the consumer behaviour is determined by the experience and knowledge.
2. Sociological approach: tries to identify different situations influencing the consumer behaviour.
3. Economy approach: based on the economy principals. The consumers form the sources used to satisfy their requests and needs.

6 PAVLŮ, D.: The beginnings of market research and measurement of market advertising effectiveness. In *Communication Today*, 2016, Vol. 7, No. 1, p. 52.

7 SPILKOVÁ, J., DZUROVÁ, D.: Life style changes and risk behavior among Czech teenagers. In *Procedia – Social and Behavioral Sciences*, 2012, Vol. 50, No. 1, p. 615-621.

Hes and Pavlů⁸ state: Consumer and company interests are met on the market and traded for market prices“. However, it is inevitable to maximize the benefit by chosen combination of the goods and services with minimal initial expenses.⁹ All the mentioned approaches are described in the consumer models. Several authors already dealt with this issue: Kotler, 2007, Shiffman a Kanuk, 2004, Vysekalová, 2008, Hes, 2009 and others. The main idea of the model is to anticipate the consumer action. Moreover, it serves to identify the parametres that determine the buying decision and their correlation.¹⁰ The consumer behaviour is determined by the whole process of the shopping, from the consumer definition of the need to the purchase evaluation. In order to identify the consumer behaviour, we need to understand the whole shopping behaviour process first. Once the consumer goods of daily use shopping behaviour is known, we should proceed to identify the key factors of the buying decision process, which should be influenced by the communication strategy directly at the points of sale. When purchasing fast-moving consumer goods, are importantly followed parameters such as price, quality, assortment range and store location. Stated comes from the realized survey which was done on 385 respondents. Answers are showing attributes which are realized by consumers during continuous selection and choosing of store for the future purchase. From the following chart results that critical factors of store selection are mainly price (38,6%), product quality (25%), product assortment range (18,2%) and store location (13,6%). Given percentage formulation has the most important attributes of share structure within group of first or second selection factor. It means that total of stated shares is not 100%. When looking at the chart, we can see the distance and bevel heading for the particular attributes. The bigger size and bevel means that attribute of given factor is achieving bigger value in decision making process when consumer is selecting the store. Within initial consumer decision making (factor 1) is attention paid mainly to product price and store location. Only in the second round (factor 2) is critical the product quality and store assortment range or actually previous experience with the store.



Figure 2: Attributes of retail selection

Source: Own processing, 2019.

Stated price and quality factor is visible also in context of brand value perception. Conducted surveys showing that people are building retail brand associations based on price and quality. As it was already stated, the important attribute when selecting the store, is its locality which is determined by distance and consumers density. The survey confirmed that the most often taken distance to make bigger purchase is at average 1,1 – 5 km. Stated distance is determining power of store action radius. From this point of view, the creation of effective retail communication strategy requires identification of target market and knowing of recent external market state with the main orientation on action retail store radius. Action radius is a basic market potential of retail store which is expressed by income volume realized during certain time frame via customer’s purchases which number and residence locality is within retail range interest. Overall market potential is further determined by competition closeness and character. Efficiency of retail store will be mainly influenced by number of competitors in stream buying of retail store, their relative size in connection with character of retail, related similarity of assortment range as well as price politic based on size of fixed cost in whole cost structure of retail store. The biggest intensity of competition will be in the area of action radius conjunctions of mutual stream buying. By specifying of mutual action radii aspects is possible to define 3 mutual aspects which are showed in below figure. Aspect „A“ is characteristic by independent action radii of compared retail stores. It means, that these are mutually linked if is fulfilled a condition

as v (air distance to competitive retail store) $\geq r$ (radius of retail store action radius) + r_1 (radius of competitive retail store radius). The aspect „B“ is characteristic by mutually influenced action radii on area of their mutual conjunction. It means that linked area is defined on base of two approximating points defined by axis. Stated is applicable if $r - r_1 < v < r + r_1$. Aspect „C“ is characteristic by the state when one action radius is part of the other one. In this case comes to the biggest competitive aspects because whole area of one retail store action radius affects whole area of the second retail store. Stated is applicable if $v \leq r - r_1$ resp. $v = 0$.

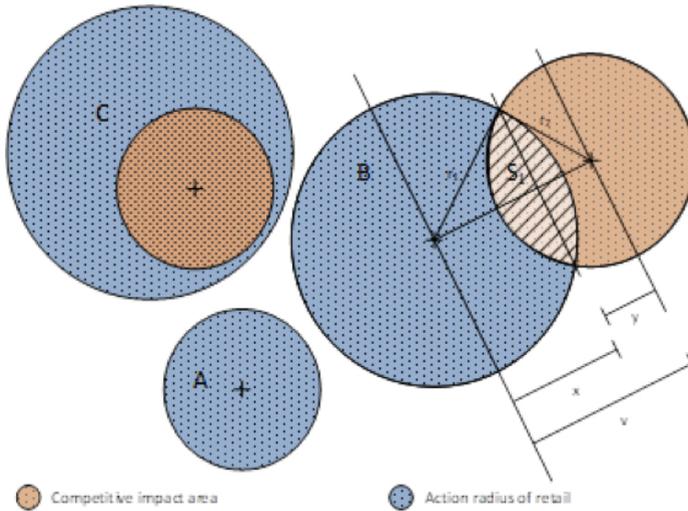


Figure 3: Mutual positions of retail action radius

Source: Own processing, 2019.

3 Probability of Selecting the Point of Purchase

For expressing probability of shopping place selection is necessary to use the probability theory and total conjunction of action radii of competition stores. In first step is needed to identify probability of possible visits within retail store action radius. However is possible to approximate an action store radius via circle, it's suitable to choose geometrical probability which can be defined as probability of random effect A, where is true that randomly chosen point of aggregate Ω is the point of aggregate G. By modifying of this relation for this article needs, we get the following formula.

$$P(A) = \frac{\mu(G)}{\mu(\Omega)} \quad \rightarrow \quad P(A) = 1 - \frac{\sum S_x}{\pi r^2}$$

Apart of stated relation is needed to identify shopping probability in mentioned retail store. It means to define probability of competitor store visit. To define relation is advisable to come of the distribution function of discrete random variable X which is stated as total probability of all possible random variable values X. To support this we can use following relation.

$$F(x) = P(X \leq x) = \sum P(X) \quad \rightarrow \quad P(X) = \binom{n}{x} (1 - P(A))^x * P(A)^{n-x}$$

Where n is the number of retail stores, x states for parameter of store visit form the perception of size order particular conjunctions, it gets values $x = 0, 1, 2, 3 \dots n$. (value 0 means that competitor store is not visited, value 1 means visit of competitor store with the biggest conjunction, etc.) P(A) is an approximately of retail store visit. In relation to brand value is possible to anticipate that value perception from the site of the consumer influences total probability visit of retail store and this way also the purchase execution. Coming from the figure 3 is possible to forecast effect on total probability via coefficient which is possibly stated by relative brand multitude favour. In case, that in the retail store action radius is not store with influential brand (see figure 3), then the value equals to zero. The effect of brand value on probability can be expressed as following relation.

Conclusion

Based upon the above mentioned facts, we may draw a conclusion that macroeconomic development has a considerable impact on performance and very existence of retail operations. The more positive economic development, the higher households' consumption. This phenomenon is also directly linked to a growth in retail sales paving the way for creation and location of new retail operations. To conclude, we can remark that the correct identification of action radius and its exogenous effects allows to control interactive relation of retail store and customer with the orientation in its value in the process of customer loyalty building. It means that the intensity power of competitive affect has an important impact on retail store activities, and mainly on frequency of customers' visits, based on which is the store performance dependent. Apart of

stated, is necessary to take into consideration the power of brand value and its perception from the customer's side, as probability of store selection is directly affected.

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Contact data:

Ing. Tomáš Fašiang, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

tomas.fasiang@ucm.sk

SENSORY MARKETING AS A FORM OF IMPACT ON CONSUMERS ON THE EXAMPLE OF THE CATERING INDUSTRY

Paulina Gajewska

Abstract

The gastronomy industry is growing in popularity. The number of small catering establishments and large hotel chains with extensive catering facilities is growing. The chances of staying on a market so saturated with competition depend on customer satisfaction, which is largely influenced by the quality of services provided. The fight for the customer has many dimensions, it also takes place within his sensations and feelings. Eating out nowadays, when everyone is busy after work, duties, everyday life is not only learning about the taste of dishes, it is celebrating the free time spent most often surrounded by friends, family. Seeing the food service in this way, we notice the importance of the environment and the people who provide it to us. The article presents issues related to both the experience market, the consumer on this market and the essence of sensory marketing. Sensory marketing is a form of product / service promotion that works directly on the subconscious mind of the recipient and his senses. The goal of sensory marketing is to evoke the client's expected sensory experiences by engaging all the senses - eyesight, hearing, smell, touch and taste.

Key words:

Consumer. Sensation Market. Sensory Marketing.

Introduction

The senses are emotions. And emotions are an impulse that starts the decision-making process in the client's mind and stimulates him to act. That is why companies are eager to use sensory marketing. As the creator of the Sphinx restaurant chain once said: "people don't go to restaurants where there is good food, but there is a good atmosphere to eat." It's no secret how great emotions play in marketing. They are an impulse that starts the decision-making process in the mind of the consumer and stimulates action. Sensory perception, emotional reactions and action are very closely related in the human brain. It is an inheritance from the ancestors and at the same time an excellent adjustment mechanism that allowed the old man to react immediately. All kinds of signals from the environment are received by the senses and immediately before the information reaches our consciousness,

subjected to emotional evaluation. It is emotions that tell us whether a given stimulus is positive or negative, whether you can get close to it, and maybe you should run or fight. It is emotions that are responsible for a quick response in an emergency, without even having to involve thought processes. This evolutionary, original mechanism has survived to this day and still has an adaptive function in human life. However, this strong association between sensory impressions, emotions and actions can also be successfully used in marketing. Sensory marketing is used by companies from the world leaders. And most importantly - it works not only in companies where sensual experience is inscribed in the essence of the product (e.g. restaurants), but even in seemingly distant industries, such as the technology or financial sector.

1 Sensation Market Management

The concept of the experience economy is derived from the publications of Joseph Pine and James Gilmore. Authors understand sensation market as an advanced form of the market in which companies compete by diversifying the product and adapting it to the needs of individual customers. The market is constantly evolving, moving to more sophisticated stages from the management point of view. The existing innovation is gradually changing into a standard, it is supplanted by new approaches increasingly focused on the individual customer and his needs. Companies in the experience market want the customer relationship to be lasting and harmonious. Sensations are part of a lifestyle that is increasingly associated with consumption styles. Appropriate completion of them allows you to participate in the culture of the community with which the client identifies, gives him a common language or communication system, needed to be able to share experiences or simply be recognized as "his". The key to success is to create a positive strong brand using the sensations offered to clients¹. Sensations are various stimuli transmitted by the senses from the environment to the human nervous system. They can be a source of different experiences² The experience (sensation) economy is a market for products and services that are customer-specific sensations rather

1 KOSTERA, M., ŚLIWA, M.: *Zarządzanie w XXI wieku*. Warszawa : Wyd. Akademickie i Profesjonalne, 2010, p. 213-218.

2 KOLMAN, R.: Jakość naszych przeżyć. In *Q Jakości*, 2004, Vol. 8, No 3, p. 54.

than ordinary goods or services³ Sensation management is based on building long-lasting relationships. Customer loyalty is becoming key. Quality, so important to the consumer, is now becoming a standard, something obvious, something that is expected from all products and services on the market, and not a distinguishing feature that can attract. Currently, the client, who highly values every moment of his life, strives to make these moments as special, unforgettable and authentic as possible. That is why multi-sensory experiences that engage them as much as possible, assigning them positive signals related to the place of purchase of a service or product and eliminating negative feelings are best remembered.⁴ The emergence of subject matter management on the sensation market is extremely valuable for service industries including gastronomy. Eating out is exploring not only the taste of dishes, but also the atmosphere of the place. Our senses absorb literally everything from the moment of crossing the premises to the exit, and these sensations are material and immaterial. A material experience is provided to us by the meal, i.e. food and drinks, equipment of the premises, its location and availability. The intangible experience creates together: atmosphere, service and mood⁵.

Table 1: Characteristics of sensations accompanying the catering service

Type of sensation	Factor providing sensation	Characteristic
Material sensations	Interior aesthetics	It is the showcase of the restaurant, the first material certificate of the class of the premises, noticeable immediately after crossing the threshold. Literally everything is important; size and shape of the rooms, arrangement of the surface of the consumer room, furniture and decorative elements, colors, lighting, air conditioning, toilets, etc. The harmony of colors should be additionally emphasized by lighting and the tone of furniture designed to be not only functional and comfortable, but also stylistically attractive. The interior design is one of the most important elements of the restaurant's image.

3 KOSTERA, M.: *Nowe kierunki w zarządzaniu*. Warszawa : Wyd. Akademickie i Profesjonalne, 2008, p. 397.

4 KOSTERA, M.: *Nowe kierunki w zarządzaniu*. Warszawa : Wyd. Akademickie i Profesjonalne, 2008, p. 397-409.

5 KNOWLES, T: *Zarządzanie hotelarstwem i gastronomią*. Warszawa : PWE, 2001, p. 240.

	Menu and drink card	Modest in some places and very varied in others. However, it all depends on whether the consumer attaches importance to the quality and freshness of ingredients, or whether it does not matter if it is served quickly (fast food). The sensations are associated with a variety of drinks, wines, soft drinks and dishes, their taste and aroma, portion size, the ability to order meals for children and allergy sufferers, the color and composition as well as the appearance of the dish on the plate.
	Price	It depends on the class of the premises and the type of kitchen, but it should not deviate too much from the expectations of consumers. Price, type of food / drink and waiting time are closely related and affect the customer's feelings as a whole in this category. Generally speaking, the higher the price, the better and more personalized service a customer expects. The price must reflect the customer's true feelings about the value of the food and drink.
Intangible sensations	Atmosphere / climate	It is a composition of sensations that has a huge impact on the impression and well-being of guests. The atmosphere is created by many different factors such as; interior design, general aesthetics, style, table decoration and covering, music, dress and staff behavior. That is why it is so important to properly harmonize the main product, i.e. a meal with the service and the environment
	The professionalism of the staff	This complements the experience provided to guests. Keeping the service should also be adequate to the opportunity that their guests experience, and which can be diverse. That is why professional staff are distinguished by empathy and high personal culture.

Source: Own study based on: KNOWLES, T: *Zarządzanie hotelarstwem i gastronomią*. Warszawa : PWE, 2001, p. 240-242; PANASIUK, A.: *Jakość usług turystycznych*. Szczecin : Wyd. Naukowe Uniwersytetu Szczecińskiego, 2007, s. 87-89; See also: KOSTERA, M.: *Współczesne koncepcje zarządzania*. Warszawa : Wyd. Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego, 2008.

Each owner of a gastronomic establishment should ensure that guests receive a full range of sensations and harmonize tangible and intangible elements in such a way that the whole composition is pleasing to the senses. The type of experience provided to guests of gastronomic establishments is, or at least should be adapted to their requirements

and expectations. The starting point is the answer to a basic question in the field of marketing: who is / will be our client and what sensations does he expect? Coming to the restaurant, each guest has their own ideas about the quality of dishes, efficiency and competence of service, price and atmosphere ⁶. Gastronomy development trends based on sensation management⁷:

- Extending the offer of gastronomic establishments with complementary cultural services, such as recitals, concerts, exhibitions, etc. - they create the atmosphere of the place, raise prestige, and distinguish it from other places. An attractive cultural offer can be an effective tool for fighting for customers, as it provides additional mental satisfaction and satisfaction with a visit to this restaurant,
- Getting to know the culture of other regions / countries through the culinary art, growing interest in places offering regional or international cuisine, guests interested in the world willingly taste the specialties of “foreign cuisine”, as well as learn about the ways of preparing them and the customs that accompany them. Fashion is developing for celebrating various holidays and celebrations derived from the Polish tradition (e.g. St. Andrew’s Day, St. John’s Night), but also from other cultures (e.g. Valentine’s Day, Halloween, St. Patrick’s Day),
- Conscious and deliberate shaping of the “surroundings” of a meal: it is not enough for the functional equipment of a catering establishment, guests more and more often require well-designed, original, visually attractive consumption rooms, it is important to refine every detail, care for individual style, a unique atmosphere,
- Attaching even more importance to the appearance of a meal, the saying “you eat them with your eyes” takes on new meaning by striving for the aesthetics of dishes and drinks as well as a unique way of garnishing and serving dishes, creating true culinary works of art, breaking the current rules through artistic disorder on a plate, using unconventional tableware, combining various surprising flavors,

6 KNOWLES, T: *Zarządzanie hotelarstwem i gastronomią*. Warszawa : PWE, 2001, p. 241.

7 MILEWSKA, M., PRĄCZKO, A., STASIAK, A.: *Podstawy gastronomii*. Warszawa : PWE, 2010, p. 360.

- “Theater on the table and around it”, to enchant guests some places use sophisticated treatments - the meal becomes a carefully directed gastronomic spectacle, in which nothing happens accidentally, waiters and bartenders show off their skills (so-called flair), and the chef in front of guests preparing more dishes (so-called life cooking),
- The increase in demand for highly qualified personnel, the increase in guest requirements and fierce competition on the market forces greater customer care, which is associated with the need for better professional preparation of staff. Wanted are “artists” with a broad knowledge and predisposition.

To cover this incredible range of factors determining the customer’s experience, which ultimately affect his satisfaction, the concept of Customer Experience Management was created. Although there are thousands of customer experiences, this concept allows you to influence key ones. By providing customers with unique and company-specific experiences, you can get a competitive advantage that is extremely difficult to imitate. Understanding what the physical aspects of sensations are, completes the example of shopping stereotypes, i.e. the quality of Japanese cars, precision of Swiss watches, the reliability of German products, the smell of French perfumes, and the price of Chinese products. Each of the stereotypes is based on specific aspects and features of products supplied by hundreds of companies from the countries listed. Thousands of managers of these companies have for years tried to control specific attributes. Their effort brought a spectacular result. Internal systems provide this physical experience expected by the client; work motivation and organization, procedures, standards, norms, goals and tasks, and related measurement tools.

2 Consumer on the Sensation Market

The consumer perceives the world, including the company, through all his senses. He sees not only the headquarters, office or salesman, but receives the company through sounds, smells, taste and other sensations. Many companies have been making great use of this in their marketing activities for a long time. Clothing stores take care of the appropriate music, colors, staff outfit. Exclusive grocery stores and supermarkets offer refreshing citrus aromas or a tasty aroma of bread. Even a fleeting view of the consumer on a window exhibition or billboard can decide about the purchase of a good or service in the future. For the consumer,

the criterion of price or quality is no longer decisive, a completely new purchase criterion has emerged, which is authenticity. The authenticity of a product / service is a matter of perception and assessment in the eyes of the consumer who relates the product / service to his own image and wants to buy what suits him. For example, it is wrong to advertise a product as “real Indian curry”, while the buyer clearly sees on the packaging the origin of a factory in Poland⁸. One of the authors of the customer experience research C. Shaw defines the customer experience as the interaction between the organization and the customer. Ultimately, this interaction leads to customer satisfaction, builds customer satisfaction or not. Each of the elements; physical activities of the company, sensory experiences of the client and emotions aroused in him are of great importance. Long interactions related to e.g. the use of the purchased car, shorter e.g. with viewing the website, as well as very short, which we often do not realize, e.g. a glance at the billboard, which provides emotions from curiosity to lack of interest. Reading a menu card will also be a sensation for a customer of a gastronomic establishment. If the letters are too small and the whole opaque, it will be an unpleasant experience. Contact moments are “stops” on the customer’s journey through the company. For proper care of the customer experience, it is necessary to know about their expectations at each of these stops. What emotions does the client experience and what does he expect? It’s worth knowing what might arouse his negative emotions, and which in turn could positively surprise him. By taking care of only one aspect of the client’s contact with the company, it runs the risk that another, neglected, will spoil the whole. So what if the customer has a positive impression from the first contact with the company, so much that they decide to buy their product, if later they cannot count on the understanding and help of the service. The average customer generalizes his experience, that’s why even one incident can ruin the whole.

The customer experience does not end with the sales or customer service department. In fact, customer experiences can arise both in contact with specialists, managers, and without direct contact with the company’s employees. If they arise in contact with employees, the department they work in does not matter. For the customer experience, the functioning of the production, warehouse, purchasing and marketing departments may be equally important, not to mention customer

8 KOSTERA, M.: *Nowe kierunki w zarządzaniu*. Warszawa : Wyd. Akademickie i Profesjonalne, 2008, p. 403-405.

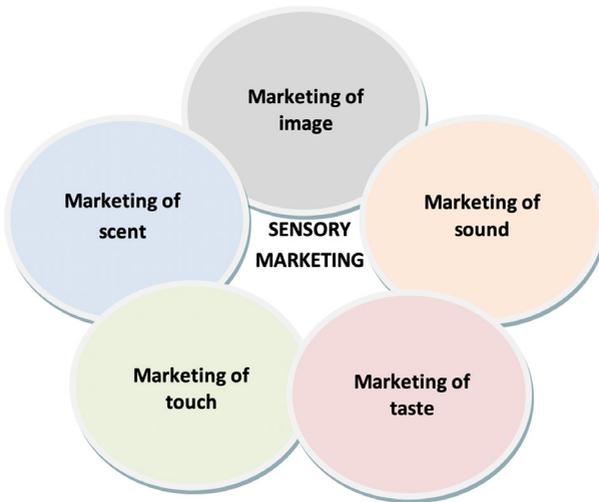
service. Paradoxically, for the customer's experience, the behavior of the cleaning employee or security may be more important than the behavior of the receptionist, secretary, and even the president. In this approach, the customer experience is a total category. Everything, everywhere and always matters for the customer experience. Why are sensations so important? Because they directly translate into satisfaction, and the balance of satisfaction translates into loyalty to the company, product, service or brand. Customer satisfaction is significantly more than just service or consumption of the product. In addition to the receptionist's smile or the usefulness of the website, even more important is whether the customer can easily get to the company, and in the company itself to a specific person who will solve his problem or request. Each contact with a product or service is an experience, a remembered experience for the client. A short impression can make an opinion about a company and decide to be or not to be. That is why the market fight for customer loyalty is so important, which company dazzles the senses, grabs the heart and seduces the mind.

3 Sensory Marketing as an Element of Shaping the Quality of Gastronomic Services

According to many researchers, the importance of human senses has been underestimated for a long time, despite their indisputable role in shaping the brand's identity and image, and the fact that the impact of the five senses on human behavior is known to science and well documented. It is on human senses that marketing activities focus, the main purpose of which is to offer clients specific sensory experiences. Sensory experience is the way individuals react when a company, by offering and supplying them with a good or service, affects their five senses in the process of choosing, purchasing and consuming. The goal of sensory marketing is to offer customers experiences that express the soul of the brand, which allows them to reach their heart and mind by providing them with the highest sensual experience⁹ Sellers are becoming increasingly difficult to attract the customer's attention through the image and sound itself, which is the most common marketing communication media. Good or service can be the source of all or some of the stimuli in the form of image, sound, smell, taste and tactile sensations. Before, during and

9 HULTÉN, B., BROWEUS, N., VAN DIJK M.: *Marketing sensoryczny*. Warszawa : PWE, 2011, p. 9-11.

after purchase, consumer receptors (eyes, ears, nose, tongue and palate, skin) are exposed to these stimuli. The client is subject to their impact, entering the phase of perception, which, according to M. Solomon, is a process of selecting, organizing and interpreting sensations. Some areas of this type of marketing activity have even been given special names, such as audiomarketing (using music for marketing purposes) and aromamarketing (using fragrances to stimulate sales). The unique sensory quality of a product or service can play an important role by helping it stand out from competing products, especially if the brand creates unique associations with the experience, causing sensory satisfaction, which is a very important factor motivating the consumer to buy¹⁰.



Picture 1: Areas of sensory marketing

Source: PABIAN, A.: Marketing sensoryczny. In *Marketing i Rynek*, 2011, Vol. 43, No. 1, p. 3.

Sensory marketing is not about mass or segment, it is about every individual customer. A company's sensory marketing should be strategically and thoughtfully based on five human senses¹¹:

- the fragrance strategy is tailored to the brand, type of product / service, creates a good atmosphere and improves the client's well-being,

10 PABIAN, A.: Marketing sensoryczny. In *Marketing i Rynek*, 2011, Vol. 43, No. 1, p. 2.

11 HULTÉN, B., BROWEUS, N., VAN DIJK, M.: *Marketing sensoryczny*. Warszawa : PWE, 2011, p. 16-23.

- the sound strategy is based on the fact that human voices and music evoke emotional reactions in clients,
- visual strategy is based on many visual sensual expressions, each of which, individually or in conjunction with others, can serve a specific presentation of goods, services or service spaces,
- the taste strategy distinguishes the brand and offers customers additional value,
- touch strategy allows customers to touch the brand and actually feel it.

The client's sensual experience must be consistent with the company's core values so that the message it receives is consistent and legible. Sensory marketing allows you to improve the quality of customer interaction, and consequently increase brand recognition and permanently strengthen its image. Experience is always individual, but it can be negative, neutral or positive. Most sensory feelings affect us without our awareness. Sensory marketing is a manifestation of the individualization process that is starting, which results in increasing customer sovereignty, which in turn affects the strategy and tactics of companies. By referring to five human senses, using sensory marketing, the company has a good chance to increase profits and be successful¹². Również przestrzeń usługowa staje się stopniowo środowiskiem służącym budowaniu wizerunku marki, a nie jedynie sprzedawaniu dóbr i usług. Coraz więcej sklepów, centrów handlowych, hoteli i restauracji stara się budować nie tylko racjonalne, ale również emocjonalne związki z klientami, angażując ich zmysły poprzez doświadczenia zmysłowe¹³.

Analyzing the structure of the product in gastronomy, it can be seen that the conditions and atmosphere of consumption are its important part. So the atmosphere can be, among others cheerful, gloomy, healthy, nervous, luxurious, informal, formal, calm and boring. The atmosphere can be created and shaped by arranging the consumer room. In it, the consumer stops for a long time, this is where consumption takes place. Everything in it creates the mood and conditions of consumption of services. Practice shows that the effective operation of a restaurant depends to a large extent on the attractiveness and „attraction” of the interiors

12 HULTÉN, B., BROWEUS, N., VAN DIJK, M.: *Marketing sensoryczny*. Warszawa : PWE, 2011, p. 24-26.

13 Ibidem, p. 14.

of consumer rooms, halls and additional rooms. Consumers come to restaurants not only to eat. Important for them are also opportunities for rest, entertainment, exchange of views, communing with other people. On the one hand, the atmosphere and equipment shape the image of the restaurant, direct customers to a specific order, orientate on the price level and standard of service. On the other hand, they have a large impact on the formation of a circle of regular customers. Elements of equipment include: chairs, tables, tablecloths, tableware, cutlery, glaze, paintings, vases, etc. Due to the equipment, the catering establishment receives „individual assessments” from consumers every day of the business. Any gastronomic establishment wishing to achieve market success must invest in an atmosphere¹⁴.

Conclusion

Summarizing the literature collected in this article, it can be concluded that currently marketing and management methods are constantly evolving to delight the customer. The prices and the quality of the products and services offered are harmonizing. The winner is the company that offers better service, is able to establish better relations with clients and take care of their positive experiences and satisfaction, providing them with multidimensional experiences. The quality of catering services for many restaurant owners is associated only with menu items and service. However, most of them are not aware of the complexity of this issue. There are many elements to the perceived quality of services rendered in this industry; atmosphere of the place, development and equipment of the premises, all sensations and feelings related to the guests' stay (comfort, privacy, music, colors, smells, service humor). It is important to realize that every customer is different. Needs, desires and expectations are different. Just as different motives guide the customer when choosing this and not another place, so will the reasons why the customer returns or, worse, for the company will not want to come back. Quoting Goethe, *“perfection is a measure of heaven, and striving for perfection is a measure of man.”*

14 SALA, J.: *Marketing w gastronomii*. Warszawa : PWE, 2004, p. 68-70.

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Contact data:

Paulina Gajewska, PhD. Eng.
University of Bielsko-Biala
Faculty of Management and Transport
Willowa 2
43-300 Bielsko-Biała
POLAND
pgajewska@ath.bielsko.pl

THE IMPACT OF ONLINE ADVERTISING ON CONSUMER PURCHASE DECISION IN E-COMMERCE

Jaroslava Gburová – Richard Fedorko

Abstract

Online advertising is a tool of marketing communication that is constantly evolving and development is constantly changing in approaches and forms that affect today's consumers. Nowadays, attention has turned to the consumer and his individuality. In online advertising, the focus is on speed, flexibility, creativity and differentiation from the competition. Online advertising is an integral part of e-commerce in Slovakia and the world. Online advertising is intended to serve consumers and is supported by consumers in a sense. The aim of the paper is to elaborate theoretical concepts in the field of online advertising and e-commerce, as well as to analyze the impact of online advertising on consumer buying behavior in e-commerce.

Key words:

Consumer. E-commerce. Internet. Online Advertising. Purchase Decision.

Introduction

In today's fast-paced world and in a highly competitive environment, marketing is a major challenge. In today's supersaturated market, innovative changes and new markets that stimulate buying behavior need to be rapidly developed. The determinant of success is the ability to understand consumers' requirements and wishes and to anticipate their future expectations. For successful businesses, the most important thing is to understand the relationship between shopping behavior and marketing tools and to use them effectively. An important starting point for understanding purchasing behavior is the psychological level of consumer behavior. Learn their way of thinking their feelings, incentives that encourage them to buy. The Internet has greatly contributed to a change in marketing as information is readily available today. People started to use price comparisons and also used the opportunity to express their opinions on products, evaluate them and, of course, buy them online. It is called. a huge market where the customer has an unlimited offer of products. The big advantage is that the Internet space is open to all businesses.¹ Internet advertising offers many benefits to

1 For more information, see: JANOUC, V.: *Internetový marketing*. Brno : Computer Press, 2014.

businesses and customers. Among the best known advantages can be considered eg. that companies can present their business, products, manage and build customer relationships over the Internet, manage the logistics chain as well as the company's internal process. The Internet is an information resource, an effective business channel that makes it easy for you to select, sell and distribute products.² The company is constantly in motion and the market is constantly striving to create new trends. This permanent phenomenon sometimes leads to retro - innovations that relate to the rediscovery of traditions or various other processes belonging to the past. This innovation involves creating something new based on the old, linking the old to the new. We can argue that this style has become a trend not only for consumers today, but for marketing, and is a hit that aroused customers' interest in old things in an innovative dress. It is good to develop and disseminate it through the Internet because once it gets on the Internet it will stay there and it is good for spreading in the future.

1 Advertising and Online Advertising

Advertising is now an essential part of the market economy. Its function is to inform the consumer about the offer of goods and services, to address existing customers and of course also new ones and to try to sell offered goods or services. However, this is not so easy because the purchase of goods is preceded by a complex process that involves stages from perceived advertising sharing to attracting attention, creating attitudes, believing preferences that only lead to the purchase of a product.³ According to Kotler et al.,⁴ advertising is able to affect a high number of geographically dispersed customers with low contact costs and also allows the seller to reshare it as needed. Television advertising can reach a huge number of people. So if we want to reach out to as many potential customers as possible to use TV for advertising is best for us. Over the centuries, advertising has proven to be a truly effective helper, making it the most widely used and visible communication mix tool.⁵

2 DORČÁK, P.: *eMARKETING. Ako oslovit' zákazníka na internete*. Prešov : Grafotlač Prešov, 2012, p. 23.

3 See also: VYSEKALOVÁ, J., MIKEŠ, J.: *Reklama – Jak dělat reklamu*. Prague : Grada Publishing, 2010.

4 KOTLER, P. et al: *Moderní marketing*. Prague : Grada Publishing, 2007, p. 98.

5 NONDEK, L., ŘENČOVÁ, L.: *Internet a jeho komerční využití*. Prague : Grada Publishing, 2000, p. 56.

Nowadays advertising has become a necessity, but not every ad produces the desired results or is not an ad. In order to create a successful and effective ad, we need to focus on several factors. Today, the Internet is one of the modern information media that offers many opportunities for advertising. The Internet breaks the boundaries of different cultures and national and interest communities. Despite the fact that it does not have a very long tradition in our country, it addresses a huge group of potential customers. The confidence of the participants is crucial for the development of trading through this type of medium.⁶ Advertising on the Internet is a combination of regular advertising with elements of direct marketing. Internet advertising, like regular advertising, provides customers with information about products, their quality, features and services. In doing so, they try to persuade the customer to buy a product or service. Online advertising can help a business improve sales, improve its image, and provide customers with essential information about products and services that help a potential customer buy the product / service. For online advertising to be beneficial, it's important to be entertaining and creative, increasing the likelihood that customers will notice it, so they can reach them more.⁷

Nowadays online advertising is one of the most popular forms of advertising. There are many benefits that the Internet hides. The big advantage of online advertising is that you can adapt and target your audience.⁸ This means that the advertiser does not have to track or estimate when the target audience will be online. The ad reaches the customer when they join. The speed of response to online advertising is instant. As the only medium the Internet allows the customer to get more detailed information about the product or service.⁹ Internet advertising brought not only news in the form of advertising, but also in payments. While off-line advertising was paid for its publication eg. magazine, billboard, etc. regardless of whether or not it succeeded. Jeffrey Brewer came up with the idea of pay-per-click in 1998, which introduced a new form of payment for Google in 2000. He linked the ad to the search content,

6 HANULÁKOVÁ, E.: *Reklama a Etika*. Bratislava : EUROUNION, 2002, p. 13.

7 LABSKÁ, H. et al.: *Základy marketingovej komunikácie*. Bratislava : Eurokódex s.r.o., 2009, p. 43.

8 ČORBA, J., NASTIŠIN, L. Online reputation of companies that have implemented the EMAS III scheme. In MAJERNÍK, M., DANESHJO, N., BOSÁK, M. (eds.): *Proceedings of International Conference on Engineering Science and Production Management (ESPM, Slovakia)*. 2015, p. 45-47.

9 KŘÍŽEK, Z., CRHA, I.: *Život s reklamou*. Prague : Grada, 2002, p. 16.

and so the user saw exactly what they were looking for. The moment the advertiser clicked on the ad, the amount was deducted. It is called PPC advertising which means pay-per-click.¹⁰ Banner advertising is the oldest but still one of the most commonly used forms of internet advertising. The first advertising banner appeared on the computer screen already in 1994. The banner is also called an advertising banner, which contains so-called. advertising message. Websites have exactly defined ad positions for banners to display them. A great advantage of advertising banners is the many possibilities, from a static combination of text and images to various cartoon animations, the use of photos, sounds or videos. Video advertising banners are very popular today. Banners are placed on pages with high traffic. Placement cost is based on page viewership.

2 E-commerce and E-shop

E-commerce according to Watson et al.¹¹ is the use of computer networks to improve organizational performance, increase profitability, gain market share, improve customer service and, ultimately, accelerate product delivery. A group of authors claim that e-commerce is more than just ordering goods from an online catalog. It applies to all electronic interactions. It therefore includes activities such as the creation of a website to promote investor relations or electronic communication with potential employees. Simply put, e-commerce involves the use of information technology to improve the communication and transactions of all stakeholders, such as customers, suppliers, government parties, financial institutions or the general public.¹² The most common and frequently used form of e-commerce is undoubtedly e-shop. Pawlowski et al.¹³ argue that it is a kind of electronic marketplace that provides electronic product catalogs, including the ability to order and pay via the Internet. This model is mainly used in the B2C relationship and, in terms of marketing, is an innovative way of presenting and promoting products. With the advent of e-shops companies have seen a number of benefits

10 JANOUCH, V.: *Internetový marketing. Prosaďte se na webu a sociálních sítích*. Prague : Computer Press, 2010, p. 52.

11 WATSON, R. et al.: *Electronic Commerce: The strategic perspective*. Orange Grove Books, 2009, p. 26.

12 CHAFFEY, D.: *E-business and E-commerce management. Strategy, implementation and practice*. USA, Canada : Pearson Education, 2009, p. 36.

13 PAWLOWSKI, J. et al.: *Handbook on Information Technologies for Education and Training*. Berlin : Springer Science & Business Media, 2013, p. 78.

associated with online business. According to Buttle¹⁴ companies felt higher revenues, which were achieved thanks to reduced operating costs, higher marketability but also the possibility of selling advertising space or even some companies run e-shops due to the assumption that this is a new interactive communication channel.¹⁵ The huge, direct enormous increase in the number of e-shops is to claim that they are ubiquitous on the Internet and currently offer a really wide range of products and services. High satisfaction is therefore also seen on the part of consumers, for whom the e-shops provide a fast, efficient and especially comfortable way to obtain information about products, respectively services.

Manzoor¹⁶ explains the economic benefits of e-shopping by the fact that variable costs per unit of digital products are in most cases very low and fixed costs are spread over multiple units, which ultimately translates into increased revenue and sales. Another economic advantage of online shopping is, according to Chromy¹⁷, also a reduction in inventory and thus smaller warehouse space, which at the same time leads to lower rental and overhead costs. Reducing administrative costs also leads to a reduction in the number of employees needed, not just wage costs, but other non-wage costs related to employee remuneration. If we look from the other side, that is, from the consumer, perhaps the biggest disadvantage is probably mistrust, which arises mainly from the uncertainty of what we are buying through the Internet.¹⁸ The customer does not physically see the goods before the purchase, but only after the purchase and often does not meet the expectations. This is obviously related to another disadvantage - the absence of testing or palpation of goods, which at the same time makes it difficult for customers to choose the appropriate product according to their needs. While the disadvantages of buying goods and services over the Internet cannot be

14 BUTTLE, F.: *Customer Relationship Management: Concepts and Technologies*. London : Routledge, 2009, p. 56.

15 COMBE, C.: *Introduction to E-business: Management and Strategy*. London : Routledge, 2006, p. 118.

16 MANZOOR, A.: *E-Commerce: An Introduction*. Riga : Lambert Academic Publisher, 2010, p. 32.

17 CHROMÝ, J.: *Elektronické podnikání*. Prague : Vysoká škola hotelová v Praze 8, spol. s.r.o., 2009, p. 26.

18 NASTIŠIN, L.: Analysing the most valuable global brands in 2018 according to BVM methodology. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Digital Mirrors – part I*. Trnava : FMK UCM in Trnava, 2018, s. 114-120.

denied, organizations' efforts to minimize them are visible. People are increasingly confident in dealers and are increasingly willing to take on potential risks, mainly because of lower prices, easier shopping, or better choice of product range.

3 Methods and Methodology

The aim of the research was to analyze the impact of online advertising on consumer buying behavior in e-shopping. The research was focused on consumers living in the Prešov region. We collected data from respondents through a questionnaire. The sample was selected by random sampling. The primary data obtained were processed in the Statistica program. To confirm or reject the established hypothesis, we used the Student's two-sample t-test method. To determine the goal of the research, we have set the following hypothesis:

- H_1 : We assume that there is a statistically significant difference between the impulse purchase of goods based on advertising depending on the respondents' place of residence.

4 Survey Results

This research cannot be performed on a purely random sample of the entire population of the Slovak Republic. For this reason, we decided to focus on a narrower group, which is active Internet users in the Prešov region. Respondents were randomly selected and approached using social networks. 153 respondents of the Prešov Region participated in the research. The first question of our research focused on the distribution of respondents by gender. Out of 153 respondents, 81 women and 72 men participated in the research. The research sample consisted of 110 respondents living in the city and 43 respondents living in the countryside. In percentage terms, this represents 71.90% of the city and 28.10% of the country. With the following questionnaire, we tried to classify our respondents according to how often they shop online. The largest part of the research sample, totaling 71 respondents on the Internet, buys approximately once a month, accounting for 46.41% of the research sample. On the other hand, the smallest number of respondents shop online several times a week, with only 4 consumers representing 2.61%. The same representation is observed for persons shopping online several times a month, 39 of which are 25.49%. Very rarely or almost at all

do not buy the same number of respondents online. In the next question, we focused on the impact of advertising on online consumers. It was a subjective perception of the impact of advertising on online purchases. This question could not be assessed by 48 respondents, which represents 31.37% of the research sample. 53 respondents think that advertising affects them, while 52 consumers on the Internet state their subjective opinion that advertising does not affect them when buying products.

The following questions were answered by the respondents regarding the type of advertising that is most effective. Respondents could give more than one correct answer. The subjective answers of the respondents show us that the most effective advertising is the one on social networks, which recorded 103 check marks, which is 37.73%. According to respondents, the second most effective advertising is considered to be television and radio. This option was identified by 64 respondents, which represents 23.44% of the answers. Respondents consider print advertising in newspapers to be less effective, followed by e-mail and guerilla marketing. Other respondents reported advertising such as word of mouth, blog, and one respondent even said that no advertising was effective enough. When shopping online, respondents most often use the online store. A total of 120 respondents indicated this option, which represents 62.50% of all answers. 49 respondents tend to shop on the discount portal, which is 25.52% of the answers. Internet auctions ($N = 8$, 4.17%) and online advertising ($N = 15$, 7.81%) are considered the least visited place for purchasing goods on the Internet. The following part of the paper shows us statistically processed data, which we used for testing the hypothesis set by us. We set the significance level at the given hypothesis to 5%, $p = 0.05$. The aim of the research problem was to determine the existence of a statistically significant difference between the impulse purchase of goods based on advertising depending on the respondents' place of residence. The results of the hypothesis are analyzed in Table 1 and Table 2. With respect to the research problem we have established the following hypothesis:

- H_1 : We assume that there is a statistically significant difference between the impulse purchase of goods based on advertising depending on the respondents' place of residence.

Table 1: Average values - residence of respondents

Residence	N	Mean	Std. Deviation	Std. Error Mean
city	110	3.6273	1.21050	,11542
village	43	3.5581	1.31479	,20050

Source: Own processing

Table 2: Student's two-sample t-test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	1,866	,174	,310	151	,757	,06913	,22309	-,37164	,50991
Equal variances not assumed			,299	71.423	,766	,06913	,23135	-,39212	,53038

Source: Own processing

To verify this research hypothesis, we used the distribution of respondents according to their place of residence (city and village) as variables. We set the level of statistical significance at $\alpha = 0.05$. The P value of the statistical significance test reached 0.757. We reject this hypothesis, there is no relationship between variables. Research results indicate that there is no statistical significance between the place of residence and the impact of advertising.

Conclusion

No medium has had such a profound and global impact on business, marketing and communications, and at the same time it has seen a tremendous development as the Internet. This global computer network and communication platform has gradually become an integral part of the activities of companies in various business sectors. The Internet and Internet advertising are very well targeted. Contextual or banner ads tend to appear on pages with which they are related. The essence of

contextual advertising is to assign keywords to advertising messages and to compare them with the thematic content of web pages. In addition, browsers remember what a user searched for on the Internet or what pages they viewed, and on that basis they constantly offer ads to them - so they target the user's area of interest exactly. Online shopping is nowadays a phenomenon that is getting more and more into people's everyday lives. This must not be forgotten by any organization or company that aims at long-term economic growth and profit.

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- NONDEK, L., ŘENČOVÁ, L.: *Internet a jeho komerční využití*. Prague : Grada Publishing, 2000.
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Contact data:

PhDr. Jaroslava Gburová, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
jaroslava.gburova@unipo.sk

Mgr. Richard Fedorko, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
richard.fedorko@unipo.sk

NEW GENERATION AND THEIR USE OF SMARTPHONES IN THE PROCESS OF E-COMMERCE

Jakub Horváth – Radovan Bačík – Richard Fedorko

Abstract

Increasing number of new companies throughout the world is trying to use mobile marketing to reach new customers, streamline forms of communication, expand their business and the like. The most important question is which form of mobile marketing can make use of the full potential of mobile marketing. The aim of this paper is to identify the possibilities of using a smartphone in the process of e-commerce with regard to the new generation of customers - the Y generation or Millennials.

Key words:

M-Commerce. Millennials. Price Comparison. Reviews. Smartphone.

1 Introduction

Mobile marketing is a new form of marketing communication that uses mobile communication methods to promote ideas, products and services. Marketing tools provide targeted customer reach, interaction, placement and custom measurement of campaign effectiveness anywhere, anytime.¹ Mobile devices have tremendous potential for any business as they allow them to reach new customers in a very efficient way.² Mobile marketing is a phenomenon that has been developing gradually with the development of networks of mobile operators as well as the desire of marketers for the most interactive and fast communication with customers.³ Mobile marketing is a tactical tool of marketing communication that uses mobile technology to present ideas, products or services. Its advantage is that it enables immediate interaction with the target audience or customers, depending on its location or situation in which it is at the time of receiving marketing

1 WIEDEMANN, D. G.: *Handbook of research on Mobile marketing*. Hershey : IGI Global, 2010, p. 122.

2 HAGYARI, P., BAČÍK, R., FEDORKO, R.: Analysis of the key factors of reputation management in conditions of city marketing. In *Polish Journal of Management Studies*, 2016, Vol. 13, No. 1, p. 69-80.

3 JAKUBÍKOVÁ, D.: *Marketing v cestovním ruchu: jak uspět v domácí i světové konkurenci*. Prague : Grada Publishing, 2012, p. 56.

information.⁴ Mobile marketing is an effective tool for self-measuring the effectiveness of mobile campaigns, making it an ideal means of building a lasting customer relationship, all that with regard to accepting individual customer requirements.⁵ It was created gradually, with the development of mobile operator networks, and at the same time the desire of marketers to create the fastest and most interactive communication with customers.⁶ Mobile marketing can also be defined as a set of procedures that allow companies to communicate and connect with customers in an interactive and relevant way through a mobile device or network. Mobile marketing creates a connection that connects traditional media and digital marketing.⁷ Mobile marketing connects stores and their customers on mobile devices at the right time, in the right place and with the right content.⁸ At the same time, it requires customers to actively connect or allow them to take a specific action.⁹

Lee¹⁰ state that mobile marketing is one of the fastest developing tools of marketing communication. We understand it as a form of marketing that serves to promote sales by mobile communication. Miklošík¹¹ defines m-marketing as all marketing activities that are focused on the active use of mobile devices (mostly smartphones and tablets). In

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- 4 BAČÍK, R., MIHAL, J., FEDORKO, R.: The analysis of the impact of selected communication channels on the selected city population' opinion. In *Polish Journal of Management Studies*, 2015, Vol. 12, No. 2, p. 7-14.
 - 5 FRANKOVSKÝ, M., BIRKNEROVÁ, Z.: Measuring Social Intelligence-The MESI Methodology. In *Asian Social Science*, 2014, Vol. 10, No. 6, p. 90-97.
 - 6 *Pros and Cons of Mobile Marketing*. [online]. [2019-09-12]. Available at: <<http://www.quirk.biz/resources/mobile101/282/1/Pros-and-Cons-of-Mobile-Marketing>>.
 - 7 DODSON, I.: *The Art of Digital Marketing*. United States of America : John Wiley & Sons, 2016, p. 63.
 - 8 LIZBETINOVÁ, L., ŠTARCHOŇ, P., LORINCOVÁ, S., WEBEROVÁ D., PRŮŠA, P.: Application of Cluster Analysis in Marketing Communications in Small and Medium-Sized Enterprises: An Empirical Study in the Slovak Republic. In *Sustainability*, 2019, Vol. 11, No. 8, p. 1-18.
 - 9 DONNELLY, Ch., SCAFF, R.: *Who are the Millennial shoppers? And what do they really want?*. [online]. [2019-09-14]. Available at: <<http://fliphtml5.com/scht/lrmf/basic>>.
 - 10 LEE, G.: *E-Commerce, E-Business and E-Service*. London : CRC Press, 2014, p. 113.
 - 11 MIKLOŠÍK, A.: *E-marketing ako integrálna súčasť marketingu vysokej školy*. Bratislava : Ekonóm, 2013, p. 79.

addition, we must agree with what Sasko¹² mentions in his video blog, and that is the current state of mobile marketing. It is true that users are already part of the modern “second screen” phenomenon, which means that when watching TV or working with a computer, they still have another device in their hands, which may be a mobile phone or tablet. Some of these activities could somehow be done simultaneously. It is also important to underline the fact that over 60% of all mobile phone users have smartphones. So, there are opportunities to move forward by creating mobile applications and using advanced systems that these modern mobile phones can already handle. A specific example of the fact that smartphones and tablets are of considerable interest among users is also current statistics, where it has been revealed that access to the Internet from mobile devices is greater than access from desktops, i.e. computers. We can say that this trend will have an increasing tendency in the following periods.¹³ The goal of mobile marketing is to provide customers with information that promotes products, services and ideas with the help of wireless media at a given time, which is beneficial to all parties involved.¹⁴ According to Adamko¹⁵, mobile marketing is an interactive form of marketing that enables an immediate response to the customer’s interest and the establishment of further communication. We talk about any form of marketing, advertising, or activity that is used to raise awareness and promote brands.¹⁶ Mobile marketing is also risky to a certain extent, as a mobile phone is seen by people as a private medium. Therefore, marketing communication via a mobile device can also trigger negative reactions. However, one of the biggest advantages is a location targeting option. This means that an ad text message will only be sent to those customers who are currently in the store.¹⁷

12 SASKO, J.: *BE VISIBLE! videoblog #48 – Mobilný marketing*. [online]. [2019-09-12]. Available at: <<https://www.youtube.com/watch?v=7NPs9mjxZxM>>.

13 ETHERINGTON, D.: *Mobile internet use passes desktop for the first time, study finds*. [online]. [2019-09-12]. Available at: <<https://techcrunch.com/2016/11/01/mobile-internet-use-passes-desktop-for-the-first-time-study-finds/>>.

14 THANGADURAI, J. S.: *Factors Influencing Customers Buying Behavior in Mobile Marketing*. [online]. [2019-09-12]. Available at: <<http://www.pulib.sk:2139/central/docview/1815499372/92A5951640294665PQ/21?accountid=164160>>.

15 ADAMKO, J.: *Marketing v poisťovníctve E-marketing*. Prešov : Michal Vaško, 2013, p. 100.

16 MURA, L., MARCHEVSKA, M., DÚBRAVSKÁ, M.: Slovak retail business across panel regression model. In *Marketing and Management of Innovations*, 2018, Vol. 9, No. 4. p. 203-211.

17 KARLÍČEK, M., KRÁL, P.: *Marketingová komunikace*. Prague : Grada Publishing, 2011, p. 84.

2 The Current State of the Issue

eMarketer statistics¹⁸ show that retail e-commerce sales reached \$ 2.3 billion in 2017, an increase of 23.2% over the previous year. The share of mobile devices in the market accounted for 58.9% of total sales within e-commerce in the given year, which in financial terms accounts to 1.4 billion US dollars. In 2018, m-commerce’s share on the total e-commerce is projected to account for 4.6 % more, reaching \$ 1.804 billion, or 63.5% of the total e-commerce. The portal predicts that mobile e-commerce could reach approximately \$ 3.5 billion in 2021, accounting for nearly three-quarters (72.9%) of total e-commerce sales.

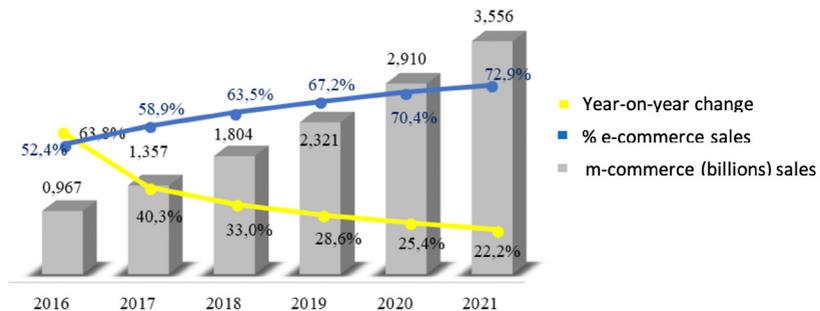


Chart 1: Increasing share of m-commerce in e-commerce

Source: *Mobile Is Driving Retail Ecommerce Sales Worldwide*. 2018. [online]. [2019-09-12]. Available at: <https://retail.emarketer.com/article/global-ecommerce-topped-23-trillion-2017-emarketer-estimates/5a6f89f5ebd40008bc791221?ECID=SOC1001&utm_content=bufferdfa97&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer>.

According to Mobify’s¹⁹ quarterly report on trade statistics, this year is particularly important for e-commerce. The figure below illustrates the fact that revenues from mobile purchases outnumber revenues from desktop purchases. From the results it can be stated that while in 2013 the percentage of desktops was at 80%, in the same period the share of mobile devices was only around 5% of total e-commerce revenues. Between 2013 and 2017, the share of desktops and mobile phones has changed disproportionately. While the share of desktops declined slightly, the share of mobile phones showed an upward trend. January 2018 can be seen as a turning point and, according to Mobify’s prediction,

19 *Q1 Mobile Commerce Insights Report*. 2017. [online]. [2019-09-12]. Available at: <<http://resources.mobify.com/2017-insights-q1.html>>.

the percentage of e-commerce revenue generated by mobile phones will reach nearly 80% in 2020 and desktop revenue will fall below 20%. In the case of tablets, it is noteworthy that they reached the highest percentage rate between 2014 and 2016, at less than 20%. However, the share of revenue from tablet purchases is projected to fall sharply below 5% by 2020.



Chart 2: Percentage of e-commerce by device

Source: *Q1 Mobile Commerce Insights Report*. 2017. [online]. [2019-09-12]. Available at: <<http://resources.mobify.com/2017-insights-q1.html>>.

3 Methodology

The main objective of the article is to identify the possibilities of using a smartphone by a new generation of customers - the generation Y, or Millennials, in the process of e-commerce. Based on this main objective, the following sub-objectives have been outlined:

- identify if Millennials take into consideration reviews, recommendations of friends and so on the like when selecting goods on the Internet,
- identify for what purpose Millennials use their smartphone when shopping online.

We characterize our research as quantitative, intradisciplinary and primary. The analytical processing was devoted to depicting descriptive statistics (abundances, averages, medians, modes, standard deviations, minimums, maximums, as well as the 25th and 75th percentiles). For the purposes of this article, the research sample has been defined as generation Y/ Millennials. As for the definition of the age group, the article

follows the methodology of Young²⁰ from Ogilvy & Mather. Millennials are referred to as the “generation Y” and are aged 18-34:

- Generation C (Centennials 9-17),
- Generation Y (Millennials 18-34),
- Generation X (35-54),
- Generation S (55+).

The inputs to the analyzes were obtained by primary research, which was carried out by the CAWI method (Computer Assisted Web Interview). Data was collected via an electronic questionnaire in October 2018. The link to the electronic questionnaire was placed on relevant Facebook pages, and it was also distributed by e-mail. The research sample was based on availability and had a voluntary nature.

Age		Which device you use most often used to connect to the Internet?		Which device you use most often to shop online?	
17 and less	60	Smartphone	412	Smartphone	405
Between 18 and 35	396	Tablet	19	Tablet	33
36 and more	28	PC	53	PC	46

Chart 3: Phasing-out questions (abundance)

Source: Own processing

The total number of respondents (filled in questionnaires) was 484, of which 88 were removed because the findings did not meet the requirements of age (Y generation) and smartphone use.

4 Results

This section shows the outputs of frequency analysis and descriptive statistics. The selected characteristics of descriptive statistics were chosen universally so that they could offer the most accurate picture of the given variable.

20 YOUNG, M.: *Ogilvy o reklamě v digitálním věku*. Bratislava : Svojtka & Co, 2017, p. 68.

	Frequency	%	Cumulative %
2	12	3.0	3.0
3	84	21.2	24.2
4	153	38.6	62.9
5	147	37.1	100.0
Total	396	100.0	

Chart 4: Taking into account reviews, recommendations of friends, and the like when selecting goods on the Internet

Source: Own processing

This item was based on the Lickert scale, where 1 represents “I do not take into account” and 5 “I take into account”. On this scale, respondents most often chose the value 4 (N = 153; 38.6%). Furthermore, respondents most often chose the value 5 (N = 147; 37.1%) and 3 (N = 84; 21.2%). The lowest number of respondents (N = 12; 3%), i.e. 2 respondents, state they usually do not take into account reviews, recommendations of friends and the like when selecting goods on the Internet. No respondent chose the option I do not take into account the reviews, recommendations of friends and the like when selecting goods on the Internet.

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
4.0984848	4	4	0.8346288	2	5	4	5

Chart 5: Descriptive statistics taking into account reviews, recommendations of acquaintances, and the like when selecting goods on the Internet

Source: Own processing

From the above-mentioned central tendency values, it can be concluded that the issue of taking into account reviews, recommendations of friends and the like when selecting goods on the Internet takes on the value of 4 (approximately). The deviation is approximately 0.84. This variable does not include the full range of responses, i.e. the minimum is 2 and the maximum 5. Looking at the 25th percentile, it can be said that 25% of the answers are around the value 4 and 75% of the answers move between 2 to 5.

	Frequency	%	Cumulative %
I almost never use	75	18.9	18.9
I use seldom	60	15.2	34.1
I use sometimes	141	35.6	69.7
I use often	66	16.7	86.4
I use very often	54	13.6	100.0
Total	396	100.0	

Chart 6: Using a smartphone to buy goods and services

Source: Own processing

54 respondents (13.6%) use their smartphones to buy goods and services very often. 66 respondents (16.7%) do it often, 141 respondents (35.6%) do it sometimes. 60 respondents (9.1%) use their smartphones for this activity only seldom and 75 almost never use their smartphones at all in this respect (18.9 %).

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
2.9090909	3	3	1.2716254	1	5	2	4

Chart 7: Descriptive statistics of using a smartphone to buy goods and services

Source: Own processing

From the above-mentioned central tendency values, it can be concluded that the use of a smartphone to buy goods and services takes on the value 3 (approximately). The deviation is approximately 1.27. This variable includes a full range of responses, i.e. ranging from a minimum of 1 to a maximum of 5. Looking at the 25th percentile, it can be said that 25% of the answers are around value 2 and 75% of the answers range between 1 to 4.

	Frequency	%	Cumulative %
I almost never use	63	15.9	15.9
I use seldom	57	14.4	30.3
I use sometimes	117	29.5	59.8
I use often	102	25.8	85.6
I use very often	57	14.4	100.0
Total	396	100.0	

Chart 8: Using smartphone to compare product prices

Source: Own processing

57 respondents (14.4%) use their smartphones to compare product prices very often. 102 respondents (25.8%) do it often, 117 respondents (29.5%) do it sometimes. 57 respondents (14.4%) use their smartphones for this activity only seldom and 63 respondents almost never use their smartphones at all in this respect (15.9 %).

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
3.0833333	3	3	1.269157	1	5	2	4

Chart 9: Descriptive statistics using your smartphone to compare product prices

Source: Own processing

From the above-mentioned central tendency figures, it can be concluded that the use of a smartphone to compare product prices takes on the value 3 (approximately). The deviation is at approximately 1.23. This variable includes a full range of responses, i.e. a minimum of 1 and a maximum of 5. Looking at the 25th percentile, it can be said that 25% of the answers are around the value 2 and 75% of the answers range between 1 to 4.

	Frequency	%	Cumulative %
I almost never use	168	42.4	42.4
I use seldom	60	15.2	57.6
I use sometimes	84	21.2	78.8
I use often	30	7.6	86.4
I use very often	54	13.6	100.0
Total	396	100.0	

Chart 10: Using smartphone to pay for goods and services

Source: Own processing

54 respondents (13.6%) use their smartphones to pay for goods and services very often 30 respondents (7.6%) use it very often, 84 respondents (21.2%) use it sometimes. 60 respondents (15.2%) use their smartphones for this activity only seldom and 60 almost never use their smartphones at all in this respect (15.2 %).

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
2.3484848	2	1	1.4319227	1	5	1	3

Chart 11: Descriptive statistics of using a smartphone to pay for goods and services

Source: Own processing

From the above-mentioned central tendency values, it can be concluded that the use of a smartphone to pay for goods and services takes on the value 2 (approximately). The deviation is at approximately 1.43. This variable includes a full range of responses, i.e. a minimum of 1 and a maximum of 5. Looking at the 25th percentile, it can be said that 25% of the answers are around the value 1 and 75% of the answers range between 1 to 3.

Conclusion

The advantage of mobile marketing is especially its efficiency and great readiness for events. We can also use mobile marketing as a more efficient alternative to other marketing communication techniques, as it stimulates purchases or point of sale visits. There are two advantages of mobile marketing for communication campaigns. One of them is

efficiency and speed of readiness for events. Another advantage is the ability to respond more flexibly to market needs. In addition, mobile marketing also complements and intensifies traditional forms of communication, creating synergy and bringing effective marketing elements to traditional media. Frey²¹ considers flexibility and personal approach to be an advantage of mobile marketing, as a mobile phone is a versatile and adaptable medium enabling a wide range of activities. In the following section we outline some of the benefits of mobile marketing:

- accurate targeting,
- speed of preparation,
- interactivity and speed of communication,
- Immediate measurability of campaigns,
- lower entry and operating costs,
- database building.

Based on the above analysis, it can be concluded that Millennials purchases goods and services through a smartphone. When selecting and subsequently buying goods and services on the Internet, Millennials take into account reviews and recommendations of friends. They also use a smartphone to compare prices of products and services. However, as far as the payment for goods and services is concerned, the Millennials do not use this option to the same extent as is the case with previous options.

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Contact data:

PhDr. Jakub Horváth, MBA
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
jakub.horvath@smail.unipo.sk

assoc. prof. PhDr. Radovan Bačík, PhD. MBA, LL.M.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
radovan.bacik@unipo.sk

Mgr. Richard Fedorko, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
richard.fedorko@unipo.sk

EXPERIENCE OF MILLENNIALS USING SMARTPHONES IN E-COMMERCE

Jakub Horváth – Radovan Bačík – Richard Fedorko

Abstract

Mobile marketing is a tactical tool of marketing communication that uses mobile technology to present ideas, products or services. Its advantage is that it allows immediate interaction with the target audience - customers, depending on their location or the situation they are in when they receive marketing information. The goal of this paper is to broaden knowledge in the field of e-commerce and m-commerce, to find out how confident are millennials in online shopping, to explore experience of Millennials with online shopping and to identify the frequency of online shopping by Millennials.

Key words:

E-Commerce. M-Commerce. Millennials. Online Shopping. Smartphones.

1 Introduction

Manzoor¹ states that the gradual expansion of the Internet has also led to a significant increase in the amount of e-commerce transactions. Nowadays, a huge amount of trading is realized in this way, using innovations such as electronic funds transfer, online marketing, online transaction processing, supply chain management, electronic data exchange (EDI), inventory management systems and automated data collection systems.² Modern e-commerce usually uses the world wide web (www) at least at some stage of the transaction lifecycle (take, for example, e-mails). Hlavenka³ claims that the main elements of e-commerce are mainly e-shops and related issues. Most of the e-marketing activities fall under the label e-commerce – e-mail marketing, a variety of affiliate programs, online advertising, and all online business promotion activities. In a broader sense, e-commerce may also include any website that offers

1 MANZOOR, A.: *E-Commerce: An Introduction*. Saarbrücken : Lap Lambert Academic publishing, 2010, p. 93.

2 LIZBETINOVÁ, L., ŠTARCHOŇ, P., LORINCOVÁ, S., WEBEROVÁ D., PRŮŠA, P.: Application of Cluster Analysis in Marketing Communications in Small and Medium-Sized Enterprises: An Empirical Study in the Slovak Republic. In *Sustainability*, 2019, Vol. 11, No. 8, p. 1-18.

3 HLAVENKA, J.: *Internetový marketing*. Praha : Computer press, 2001, p. 38.

specific products or services which can be ordered, for example, via e-mail.⁴ The first e-shops in the world were established around 1994 (Amazon, eBay, ...). E-commerce refers to a form of purchase, sale or distribution where the contact between seller and buyer occurs through electronic systems. E-commerce basically means a business transaction between persons who use information and communication technologies.⁵ The term e-commerce (eCommerce) is currently perceived by Lee⁶ as selling or buying various products or services via electronic systems such as Internet or similar computer networks. Bačík et. al.⁷ states that e-commerce is now a widespread industry and is a common part of everyday functioning of companies. Internet trading is currently the fastest growing segment in improving business performance and productivity. E-commerce is classified as a form of direct sales, where the customer can choose goods without having to visit a shop or shopping center. The essence of e-commerce lies in the process of using such information and communication technologies which are mainly used in the buying and selling phases, i.e. in business transactions.⁸

Mobile marketing is a new form of marketing communication that uses mobile communication methods to promote ideas, products and services. Mobile marketing tools reach and interact with customers, place products and measure campaign effectiveness anywhere anytime.⁹ Websupport reports that responsive design is closely related to mobile marketing. Responsive design of a website can automatically adapt to the device on which it is displayed. This solution brings many advantages. Creating such a website is more time consuming than creating a website. The main advantage of this solution is that there is no need to deal with

4 MURA, L., MARCHEVSKA, M., DÚBRAVSKÁ, M.: Slovak retail business across panel regression model. In *Marketing and Management of Innovations*, 2018, Vol. 9, No. 4. p. 203-211.

5 SUCHÁNEK, P.: *E-commerce: Elektronické podnikání a koncepce elektronického obchodování*. Prague : Ekopress, 2012, p. 114.

6 LEE, G.: *E-Commerce, E-Business and E-Service*. London : CRC Press, 2014, p. 88.

7 BAČÍK, R., MIHAL, J., FEDORKO, R.: The analysis of the impact of selected communication channels on the selected city population' opinion. In *Polish Journal of Management Studies*, 2015, Vol. 12, No. 2, p. 7-14.

8 SEDLÁČEK, J.: *E-komerce, internetový a mobil marketing*. Prague : BEN, 2006, p. 122.

9 WIEDEMANN, D. G.: *Handbook of research on Mobile marketing*. Hershey : IGI Global, 2010, p. 152.

separate HTML for the mobile version of the site and it is possible to highlight elements that are important for users on a specific device. Otherwise, it is necessary to remove those that are not important. Mobile marketing is an effective tool for measuring the effectiveness of mobile campaigns, making it an ideal means of building a true relationship with customer by taking into account individual customer requirements.¹⁰ Mobile marketing was created gradually, in line with the development of mobile operator networks, and based on the desire of marketers to establish fast and most interactive communication with customers.¹¹ According to Holtzblatt and Hugh¹² and the Mobile Marketing Association, mobile marketing is a set of procedures that allow companies to communicate and collaborate with their customers in a relevant way. This communication takes place via any mobile device or the Internet. Mobile marketing has to be interactive, unobtrusive and original. It needs to offer added value to the customer so that the customer does not consider it merely a violation of their privacy.¹³

2 The Current State of the Issue

In the following part, we present some interesting statistics from recent years as well as trends in mobile marketing for the next period:

- Global: 62% of users accessed the internet using their mobile phones,
- Global: By 2020, the number of smartphone users is projected to reach 2.87 billion,
- Global: In November 2018, Statista measured that, mobile devices accounted for 48.2% of website traffic worldwide (excluding tablets),
- Global: By the start of 2018, consumers downloaded 178.1 billion mobile apps to their smart devices,

10 HAGYARI, P., BAČÍK, R., FEDORKO, R.: Analysis of the key factors of reputation management in conditions of city marketing. In *Polish Journal of Management Studies*, 2016, Vol. 13, No. 1, p. 69-80.

11 *Pros and Cons of Mobile Marketing*. [online]. [2019-09-22]. Available at: <<http://www.quirk.biz/resources/mobile101/282/1/Pros-and-Cons-of-Mobile-Marketing>>.

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13 FRANKOVSKÝ, M., BIRKNEROVÁ, Z.: Measuring Social Intelligence-The MESI Methodology. In *Asian Social Science*, 2014, Vol. 10, No. 6, p. 90-97.

- Indonesia: Highest smartphone penetration: Mobile devices accounted for 90% of digital minutes,¹⁴
- Global: Samsung devices owned the highest market share in Q1 of 2018: 23%,
- Global: iPhone X was crowned as best-selling smartphone in early 2018,¹⁵
- 50% of smartphone owners now check mobile devices, first thing in the morning,
- Mobile ad blocking is increasing 90% YoY,¹⁶
- On average, 23 Billion SMS messages were sent daily in 2018,¹⁷
- China had the highest number of smartphone users in 2018: 775 million,
- United Kingdom had the highest number for smartphone penetration: 82.2% or 54 million smartphone users out of 66 million populations. Followed by the Netherlands with 80% and Sweden by 79%,¹⁸
- Average smartphone user used their phones for more than 4 hours a day.¹⁹

14 *Mobile phone internet user penetration worldwide from 2014 to 2019*. [online]. [2019-09-22]. Available at: <<https://www.statista.com/statistics/284202/mobile-phone-internet-user-penetration-worldwide/>>.

15 *Apple's quarterly earnings call highlights surprisingly strong sales for the flagship*. [online]. [2019-09-22]. Available at: <<https://www.cnet.com/news/iphone-x-was-best-selling-smartphone-in-early-2018/>>.

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3 Methodology

The main goal of the paper is to identify the experience of Millennials with online shopping via smartphones. With regard to the main objective, we came up with the following sub-objectives:

- Identify the level of confidence of Millennials in online shopping,
- Identify the experience of Millennials with online shopping,
- Identify the frequency of online shopping in Millennials.

The research in question can be characterized as quantitative, interdisciplinary, and primary. The analytical processing was devoted to depicting descriptive statistics (abundances, averages, medians, modes, standard deviations, minimums, maximums, as well as the 25th and 75th percentiles). For the purposes of this article, the research sample has been defined as generation Y – Millennials who were defined based on the methodology of Young²⁰ from the company Ogilvy & Mather. The Millennials are also referred to as the “generation Y” and are aged 18-34:

- C (Centennials 9-17),
- Y (Millennials 18-34),
- Generation X (35-54),
- Generation S (55+).

The inputs to the analyzes were obtained by primary research, which was carried out by the CAWI (Computer Assisted Web Interview) method. The data were collected via an electronic questionnaire in October 2018. The total number of respondents (completed questionnaires) was 484, of which 88 were removed because the findings did not meet the age (Y generation) and smartphone usage requirements.

4 Results

The following section shows the outputs of the frequency analysis and descriptive statistics. This section only shows the outputs of the mobile communication platforms used by Millennials. Selected characteristics of descriptive statistics were chosen with regard to their universal usage so that they could offer the most accurate picture of the given variable.

20 YOUNG, M.: *Ogilvy o reklamě v digitálním věku*. Bratislava : Svojtka & Co, 2017, p. 68.

	Frequency	%	Cumulative %
1	6	1.5	1.5
2	21	5.3	6.8
3	105	26.5	33.3
4	168	42.4	75.8
5	96	24.2	100.0
Total	396	100.0	

Chart 1: Confidence in online shopping

Source: Own processing

This item was evaluated using the Lickert scale, where 1 represented “I strongly distrust” and 5 represented “I strongly trust”. On this scale, respondents most often rated their confidence by choosing the option 4 (N = 168; 42.4%). In addition, respondents most often chose the option 3 (N = 105; 26.5%) and 5 (N = 96; 24.2%). The lowest number of respondents chose the options 2 (“distrust”) - 21 respondents (5.3%), and strongly distrust (1) - 6 respondents (1,5 %).

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
3.8257576	4	4	0.90983	1	5	3	4

Chart 2: Descriptive statistics of confidence in online shopping

Source: Own processing

The table above shows the outputs of the basic numerical characteristics of the item - confidence in online shopping. This item was designed on the Likert scale (5 options), with the higher number <1; 5> defining a higher degree of confidence. The average is ≈ 3.8, which is not a high value when viewed on a 5-degree scale. The median draws attention to the fact that at least half of the respondents report the second most frequent option 4, and therefore have confidence in online shopping. The other half of respondents chose options lower than 4. The most common option is equal to 4. The deviation ≈ 1 declares higher “consistency of responses”. The minimum and maximum values tell us that the full range of responses was used. By focusing on the percentile, it can be stated that 25% of respondents chose option 3 or lower, thus stating their neutral approach.

	Frequency	%	Cumulative %
2	9	2.3	2.3
3	51	12.9	15.2
4	189	47.7	62.9
5	147	37.1	100.0
Total	396	100.0	

Chart 3: Experience with online shopping

Source: Own processing

This item was designed on the Likert scale, where 1 represented “very negative” and 5 “very positive”. On this scale, respondents most often rated their experience as 4 (N = 189; 47.7%). In addition, respondents most often chose 5 (N = 147; 37.1%) and 3 (N = 51; 12.9%). The smallest number of respondents (N = 9; 2.3%) reported negative experience with online shopping and chose 2. No respondents in the sample chose the option of “very negative” experience.

Mean	Median	Modus	St. Deviation	Minimum	Maximum	Percentile	
						25	75
4.1969697	4	4	0.7439824	2	5	4	4

Chart 4: Descriptive statistics of internet shopping experience

Source: Own processing

The table above shows the outputs of the basic numerical characteristics of the item which measured the online shopping experience. This item has been designed on a five-stage scale, with a higher number <1; 5> defining a more positive experience. The average is ≈ 4.2 , which is a relatively high value when looking at in on the 5-degree scale. The median draws attention to the fact that at least half of the respondents report the second most frequent option, which is 4, and thus state their experience with online shopping was positive. The other half is distributed among options lower than 4. The most common option is 4. The deviation is ≈ 0.7 . The minimum and maximum tells us that the full range of responses has not been used. None of the respondents indicated that they had a very negative experience with shopping online. By focusing on the percentile, it can be stated that 25% of respondents chose option 3 or less, i.e. their experience was neutral or bad.

	Frequency	%	Cumulative %
Several times a year	69	17.4	17.4
Several times every 6 months	126	31.8	49.2
Several times a month	177	44.7	93.9
Several times a week	24	6.1	100.0
Total	396	100.0	

Chart 5: Frequency of shopping online

Source: Own processing

24 respondents (6.1%) make purchases online frequently or several times a week. 177 respondents (44.7%) shop online occasionally or several times a month. 126 respondents (31.8%) shop online rarely or several times in six months. 69 respondents shop online several times a year (17,4 %).

Conclusion

E-commerce is a rapidly developing segment that is now a matter of course for today's companies. Its essence is based mainly on the use of information and communication technologies, online presentations, etc. Nowadays, online stores make it easier and faster for businesses to do business. At the same time, as online shopping is a form of direct sales, it is convenient for customers to shop for goods from the comfort of their homes. Mobile devices have everything the company wants - their customers come into direct and strategic contact with their products. Mobile marketing has high real-time operability, is convenient, cheaper, more portable, faster, shows personalized ads, and even has its own position in the payment networks. Based on the above analysis, it can be concluded that the Millennials trust online shopping and largely report good experience with online shopping via smartphones. In terms of online shopping frequency, Millennials shop online several times a month.

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Contact data:

PhDr. Jakub Horváth, MBA
 University of Prešov in Prešov
 Faculty of Management
 Konštantínová 16
 080 01 Prešov
 SLOVAK REPUBLIC
 jakub.horvath@smail.unipo.sk

assoc. prof. PhDr. Radovan Bačík, PhD. MBA, LL.M.
 University of Prešov in Prešov
 Faculty of Management
 Konštantínová 16
 080 01 Prešov
 SLOVAK REPUBLIC
 radovan.bacik@unipo.sk

Mgr. Richard Fedorko, PhD.
 University of Prešov in Prešov
 Faculty of Management
 Konštantínová 16
 080 01 Prešov
 SLOVAK REPUBLIC
 richard.fedorko@unipo.sk

PERCEPTION OF MARKETING COMMUNICATION OF EDUCATIONAL INSTITUTION BY ITS STUDENTS – GENERATION Z

*Roman Chinoracký – Jana Kurotová – Stanislava Turská –
Tatiana Čorejová*

Abstract

Reduction of the number of applicants for higher education in Slovakia leads the universities to fight for each student. Currently two facts stand out. The first fact is based on common knowledge in which efficient and appropriate online or offline form of marketing communication is one of the ways of attracting new students. The second fact is based on assertion, that according to many authors, the current generation of young people born after year 1995 (and potentially enrolling at the university) is referred to as Generation Z. Taking into account both facts, the research question arises. For which aspects of selected online and offline marketing tools attention should be paid in order to attract new students (Generation Z)? The research approach adopted in this paper includes factor analysis. Factor analysis provides an option to sort individual attributes of online and offline marketing tools of selected educational institution (in our case selected department of the University of Žilina) according to their significance for selected sample of respondents. The students of the department represent sample of respondents. The findings from this research identify, which attributes should the selected department pay attention to in order to attract new students and keep building positive image.

Key words:

Factor Analysis. Generation Z. Offline Marketing Tools. Online Marketing Tools.

Introduction

In 2016, the Ministry of Education, Science, Research and Sport of the Slovak Republic allocated 37 % of funds, allocated by the number of students, to the public universities.¹ It is a non-negligible budget item of universities in Slovakia and therefore they compete for every student. The intensive competition between universities is also conditioned by the demographic development, in which the number of residents (potential

1 *Mýty o slovenskom školstve (XIII): Vysoké školy sú financované v rozhodujúcej miere podľa počtu študentov.* [online]. [2019-09-12]. Available at: <<https://dennikn.sk/blog/712137/712137/>>.

applicants for higher education) has been in the long term permanently declining. The selected department, as a part of University of Žilina and Faculty oriented towards the fields as economics and transport, provides education mainly in the field of economics. The number of students studying at this department is continuously decreasing. In years 2015, 2016 and 2017 numbers of students were 494, 387 and 340.^{2 3 4} In the year 2018, the downward trend continued and the number of students fell to only 318.⁵ Based on these facts, from the financial perspective it is vital for the department to attract new students. Providing quality education is one of the main motivations of young people (potential students) to study at the department. In addition to providing quality education, it is possible to influence the decision-making of young people by the selection of suitable tools of marketing communication.

1 Theoretical Background

Marketing communication is one of the four basic elements of the marketing mix. It can be defined as any form of communication that a company uses to inform, persuade or influence its customers. The goals of the marketing communication are multiple – to inform customers, increase demand or stimulate customers to buy a product, differentiate a product on the market, create customer preferences or build a positive image of the company on the market.⁶ The main goal of the marketing communication is to influence customer behaviour and make them buy particular product.⁷ In the field of education, lots of schools, universities

2 *Výročná správa o činnosti fakulty PEDAS za rok 2015*, from 16th May 2016. [online]. [2019-09-12]. Available at: <https://fpedas.uniza.sk/images/uradna_tabula/vyrocnna_sprava_fpedas_2015.pdf>.

3 *Výročná správa o činnosti fakulty PEDAS za rok 2016*. from 25th April 2017. [online]. [2019-09-12]. Available at: <https://fpedas.uniza.sk/images/uradna_tabula/vyrocnna_sprava_fpedas_2016.pdf>.

4 *Výročná správa o činnosti fakulty PEDAS za rok 2017*. from 26th March 2018. [online]. [2019-09-12]. Available at: <https://fpedas.uniza.sk/images/uradna_tabula/vyrocnna_sprava_fpedas_2017.pdf>.

5 *Výročná správa o činnosti fakulty PEDAS za rok 2018*. from 20th April 2019. [online]. [2019-09-12]. Available at: <<https://www.uniza.sk/images/pdf/uradna-tabula/vyrocnna-sprava/VS-2018/1-FPEDAS.pdf>>.

6 ROSTÁŠOVÁ, M., KREMEŇOVÁ, I.: *Marketing v službách - Algoritmy marketingových činností*. Žilina : EDIS, 2017, p. 112.

7 LABSKÁ, H. et al.: *Základy marketingovej komunikácie*. 1st Edition. Žilina : Eurokódex, 2009, p. 13.

and other educational institutes use the marketing communication to influence potential applicants for study. The design of the marketing communication should result from identified strategic objectives of the university and mainly it should aim at improving the reputation of the university on the market.⁸ However, with the development of the internet, the marketing began to classify into two essential groups - offline and online marketing. Offline marketing represents traditional marketing, which is an entrepreneurial method that allows a company to search for sales markets for its products, create a market and take care of this market systematically. It is based on the belief that the goals of the company can be achieved if the company identified customer's needs perfectly but the company needs to know them better than its competitors know.⁹

To achieve goals, the offline marketing uses traditional marketing communication tools which include advertising, sales promotion, personal selling, public relations, direct marketing etc. The most widely used offline marketing communication tool is advertising which can have various forms.¹⁰ Several authors deal with the issue of online marketing and various definitions in the literature can be found. According to Stuchlík and Dvořáček, online marketing is the use of Internet services to implement or support marketing activities.¹¹ Duweke and Rabsch define online marketing in a very simple way as all the measurements on the Internet.¹² Exact definition can be found in the publication by authors Madleňák and Rostášová where they state that online marketing is the marketing that takes place in a very specific environment of Internet using customized techniques and tools of traditional marketing.¹³ Online marketing similar to traditional marketing uses a variety of marketing communication tools to achieve its goals. Kotler in his publication Modern marketing considers four basic tools of online marketing communication,

8 PŘIKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2010, p. 17.

9 MADLEŇÁK, R., ROSTÁŠOVÁ, M.: *Marketing v elektronickom obchodovaní*. Bratislava : Dolis, 2015, p. 26.

10 BIRNEROVÁ, E., KRIŽANOVÁ, A.: *Základy marketingu II*. Žilina : EDIS, 2008, p. 86.

11 STUHLÍK, P., DVOŘÁČEK, M.: *Marketing na Internetu*. Prague : Grada Publishing, 2000, p. 16.

12 DUWEKE, E., RABSCH, S.: *Erfolgreiche Websites*. Bonn : Galileo Press, 2011, p. 25.

13 MADLEŇÁK, R., ROSTÁŠOVÁ, M.: *Marketing v elektronickom obchodovaní*. Bratislava : Dolis, 2015, p. 11.

specifically web page, e-mail and webcasting, online advertising and creation of internet communities.¹⁴ Within the education environment, universities should review their strategies due to the development of the modern information and communication technologies. Current strategies include specific criteria for admission of the applicants and methods of the marketing communication, which are out of date. Modern marketing strategies should adapt to changing circumstances and mostly they should apply online marketing approaches that are significant for the survival of the universities and their competitiveness in the market.¹⁵

At present, young people born after the year 1995 represent the largest group of applicants for university study. These people belongs to a Generation Z. It is necessary to emphasize that in the literature it does not exists total agreement among authors when exactly the origin of the Generation Z is dated. Generation Z consists of people born in 1990s and raised in the 2000s during the most profound changes in the century who exist in a world with web, internet, smart phones, laptops, freely available networks and digital media.^{16 17 18} The Generation Z has various synonyms, for example Internet Generation, Google Generation, iGeneration or Digital Natives. In general, the Generation Z is the most technologically advanced generation of all times. In the literature, there are stated different definitions of this generation. Slavin defines generation Z as a generation of people born in the digital age and using technology to interact with each other throughout the world, while escaping from this world of technology is not possible. People of the Generation Z are willing to acquire different experience even at the cost of leaving their comfort zone. The Generation Z tries to build a community that will be loud in the public and willing to participate in various activities in

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- 14 KOTLER, P. et al.: *Moderní marketing*. 4th Edition. Prague : Grada, 2007, p. 182.
- 15 ZIYADIN, S., SERIKBEK, A.: Lecture Notes in Networks and Systems. In ASHMARINA, S., VOCHOZKA, M., MANTULENKO, V. (eds.): *Internet-Marketing in the Sphere of Higher Education*. Cham : Springer, 2019, p. 2.
- 16 BASCHA, Z.: *The open source generation*. [online]. [2019-09-12]. Available at: <<http://opensource.com/business/11/9/z-open-source-generation>>.
- 17 *Meet Generation Z: The second generation within the giant „Millennial“ cohort*. [online]. [2019-09-12]. Available at: <[http://rainmakerthinking.com/assets/uploads/2013/10/Gen-Z Whitepaper.pdf](http://rainmakerthinking.com/assets/uploads/2013/10/Gen-Z%20Whitepaper.pdf)>.
- 18 SINGH, A.P., DANGMEI, J.: Understanding The Generation Z: The Future Workforce. In *South -Asian Journal of Multidisciplinary Studies (SAJMS)*, 2016, Vol. 3, No. 3, p. 2.

its surroundings.¹⁹ According to the Institute for Emerging Issues, Generation Z is ethnically very diverse and technologically sophisticated. People of the Generation Z prefer informal, individual and direct way of communication, and social networks are an essential part of their lives.¹⁸ Author Dan Schawbel in his study characterized Generation Z as a generation that tends to be more entrepreneurial, more credible and less motivated by money than the previous Generation Y. he noticed that members of the Generation Z have a very realistic idea of their work goals and are also characterized by their optimism for the future.²⁰ Thomas defines Generation Z as partially optimistic, open, idealistic, and active in performing various activities. For people of the Z generation, computer technology is a matter of course and this generation perceive social networks as the standard they easily adapt. When new technologies come to market, the people of the Generation Z are usually their first users.²¹ Also author Mueller states that the members of Generation Z is very active in Internet communities. The members of this generation do not have problem publish information about their privacy, and they are often willing to share their privacy with strangers.²²

Generally, several features characterize the Generation Z:

- technological maturity – members of the generation are active users of information and communication technologies,
- high activity in the internet communities,
- informal, individual and direct communication style,
- multitasking – they are able to perform multiple activities at once,
- optimistic and idealistic approach to life,
- interest in public and environmental problems,
- privacy problems – they often publish information about their privacy and they inadequately protect their personal data,
- absence of basic knowledge – for example problems with reading, writing and grammar.

19 SLAVIN, A.: *Brand Strategy for a New Generation*. Released on 26th January 2015. [online]. [2019-09-12]. Available at: <<https://bit.ly/2kly343>>.

20 SCHAWBEL, D.: *Gen Z Employees: The 5 Attributes You Need to Know*. Released on 2nd September 2014. [online]. [2019-09-12]. Available at: <<http://www.entrepreneur.com/article/236560>>.

21 THOMAS, W.: *"Gen Z" in the X Zone*. Released on 10th August, 1999. [online]. [2019-09-12]. Available at: <<http://www.elderlyjournal.com/generation/generation-z/Characteristics-Of-Generation-Z.html>>.

22 GIUNTA, C.: An Emerging Awareness of Generation Z Students for Higher Education Professors. In *Archives of Business Research*, 2017, Vol. 5, No. 4, p. 11.

2 Goal and Methodology

Due to the decreasing number of applicants, the selected department has to pay more attention to marketing communication. Another area of interest should be dedicated to building a positive image in the public. That's why the goal of this paper is to identify reduced number of aspects of online and offline marketing communication of the selected department. The process of the identification of aspects consisted of two steps. The first step included primary marketing research, which was realized on current students of the department. Students represent the sample of respondents. It can be assumed that the current generation of students perceive the aspects of online and offline marketing communication tools same as their peers (potential students – generation Z) and therefore the research was conducted for this sample of respondents. The students participated in the research through the query method, where they answered questions in the questionnaire. The aim of the questionnaire was to find out what effects of selected tools of the offline and online marketing communication have on students. Selection of tools of online and offline marketing communication was based on the current activities of the selected department in this area. For the needs of the primary research it was necessary to address a certain number of respondents. Further information concerning the calculation of sample of respondents is stated in table 1.

Table 1: Plan of research

<p>Size of sample</p>	<p>Size of sample was calculated from total number of students currently studying at the selected department - 272</p> <p>Calculation was carried from following equation:</p> $n = \frac{N * t_{1-\frac{\alpha}{2}}^2 * \sigma^2}{(N - 1) * \Delta^2 + t_{1-\frac{\alpha}{2}}^2 * \sigma^2}$ <p>where: $\sigma = \sqrt{p * (1 - p)}$</p> <p>Subsequently, the following values were put into the formula: N = 272 N-1 = 271 $t_{1-\frac{\alpha}{2}}^2 = 1,96$ p = 0,05 $\Delta = \pm 0,05$</p> <p>Results of calculations are: $\sigma = \sqrt{0,5 * (1 - 0,5)} = \sqrt{25} = 0,5$</p> $n = \frac{N * t_{1-\frac{\alpha}{2}}^2 * \sigma^2}{(N - 1) * \Delta^2 + t_{1-\frac{\alpha}{2}}^2 * \sigma^2} = 159$ <p>Based on calculations, the minimum number of respondents that need to be addressed from the total number of students studying at the department is 159.</p>
<p>Method of data analysis</p>	<p>Factor analysis</p>
<p>Schedule of data gathering</p>	<p>23.09.2019 - 27.09.2019</p>

Source: Own processing

The second step of the research included exploratory factor analysis, which was used to identify reduced number of the attributes (factors). The factor analysis plays a central role in many psychological researches²³ and it is a method suitable for simplifying various statistical analyses. The basic aim of the factor analysis is to evaluate the structure of relations among monitored variables and to determine if they can be divided into groups where their mutual correlations should be significant and

23 UBERLA, K.: *Faktorová analýza*. Bratislava : ALFA, 1971, p. 13.

vice versa.²⁴ The mathematical model of the factor analysis works with correlation coefficients, but it is necessary to have n observations of each variable x_1, x_2, \dots, x_k . If there are linear dependencies between variables, the correlation coefficient will be high in absolute terms. It should be emphasized that the factor analysis construct factors in independent and uncorrelated way and with the variance of the factors while the median is 0. In the factor analysis, it is important to define a factor loading that expresses the correlation between variables and factors that reach a value in the range -1 and 1.²⁵ The factor analysis itself was carried out in the sequence of the specific steps whose titles in italics, are stated in the following chapter.

3 Results

Identification of factors of marketing communication

Factors (variables) of marketing communication affecting students were indicated through situational analysis and realized primary research. The indicated variables are stated in the following table 2.

Table 2: Variables identified in primary research

Social media	Website	Offline marketing activities
Importance of social media Social media content Actual information on social media Profile picture design Advertisement on social media Posting frequency Originality of posts	Importance of website Website content Website originality Website design Website transparency Intuitive website design Actual information on website Website optimization Success stories of graduates published on website/soc. media	Educational institution presentation Educational institution promotion actions

Source: Own processing

Application of factor analysis

Through the primary research a file with input data was created. The input data contained in the file was processed through the exploratory

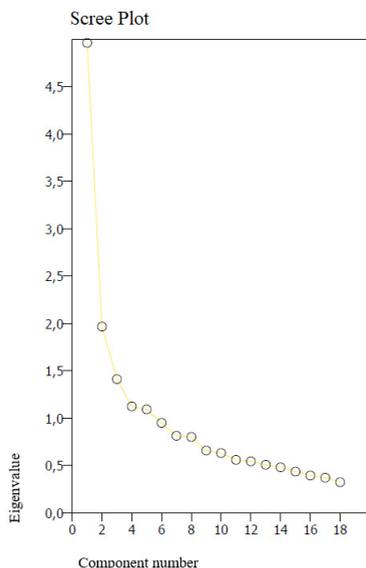
24 STANKOVIČOVÁ, I., VOJTKOVÁ, M.: *Viacrozmerné štatistické metódy s aplikáciami*, Bratislava : Iura Edition, 2007. p. 78.

25 JOHNSON, R.A., WICHERN, D.W.: *Applied Multivariate Statistical Analysis*. New Jersey : Pearson Prentice Hall, 2007, p. 488.

factor analysis in a open-source software PSPP. Before the exploratory factor analysis was initiated, it was necessary to change the default settings of PSPP software. The covariance matrix was changed to correlation matrix for better interpretation of correlation coefficient. Screen plot was selected to graphically interpret the significance of the achieved factors and their own values. In addition to the scree plot and the correlation matrix, the PSPP software was set to condition $y = 1$. This condition means that only factors with value greater than one are displayed. Rotation of so-called varimax was selected because of saturation of the factor with each variable. Varimax is the method that can minimize the number of variables with a high factor load. ²⁶

Determination of number of factors

A scree plot presents number of achieved factors (see picture 1). A scree plot is a graph where values on Y-axis represent individual values of each factor. Values on the X-axis represent the factors ordered by size from highest to smallest. Eigenvalue is a number that represents the variability of a given factor.



Picture 1: Scree plot

Source: Own processing

26 HANÁK, R.: *Dátová analýza pre sociálne vedy*. Bratislava : EKONÓM, 2016, p. 114.

The scree plot shows all 18 variables. After applying previously defined condition ($\gamma = 1$), the number of factors, whose value is equal or is greater than one is five.

Values and variability of identified factors

The first factor reaches the value of 4.96. (table 3 - column “total”, part “initial eigenvalues”) and the last one reaches the value of 1.09. The total number of identified factors is five and interpret 58.64 % of the variability of eighteen variables. The percentage variability of all variables reaches more than half and can be considered as a relatively positive percentage with which the primary variables can be better defined.

Table 3: Identified factors, their eigenvalues and percentages of explained variability

Component	Initial eigenvalues			Rotation sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4,96	27,58	27,58	2,30	12,80	12,80
2	1,97	10,92	38,50	2,47	13,74	26,54
3	1,41	7,84	46,34	1,76	9,78	36,31
4	1,12	6,24	52,58	2,36	13,12	49,43
5	1,09	6,06	58,64	1,66	9,20	58,64
6	,95	5,27	63,90			
7	,81	4,51	68,42			
8	,80	4,44	72,86			
9	,66	3,64	76,50			
10	,63	3,50	80,00			
11	,56	3,10	83,10			
12	,54	3,01	86,11			
13	,51	2,81	88,92			
14	,48	2,66	91,58			
15	,43	2,41	93,98			
16	,39	2,18	96,16			
17	,37	2,05	98,21			
18	,32	1,79	100,00			

Source: Own processing

Component matrix

A component matrix is a type of matrix which shows a factor load of all eighteen variables in relation to each identified factor. The factor load represents the correlation of one variable with one particular factor and presents the amount of variability of that variable in a particular factor. The values in the component matrix and in range from -1 (negative correlation) to +1 (positive correlation). If a particular variable reaches 0, there is no correlation. Table of component matrix (table 4) represents a matrix of all factors and their correlation values between five factors and all variables. The component matrix represents the fundamental output of exploratory factor analysis.

Table 4: Component matrix

Variables	Component				
	1	2	3	4	5
Importance of social media	,52	-,30	-,07	,15	,21
Social media content	,44	-,54	-,31	,25	-,10
Actual information on social media	,49	-,10	,19	,40	,02
Profile picture design	,56	-,27	,35	-,05	-,10
Advertisement on social media	,45	-,42	-,01	,33	-,32
Posting frequency	,59	-,25	,24	,26	,10
Originality of posts	,70	-,05	,26	-,22	,15
Importance of website	,53	,26	-,15	-,32	-,34
Website content	,53	,21	-,12	-,18	-,63
Website originality	,58	-,08	,28	-,45	,07
Website design	,61	,25	,27	,08	-,23
Website transparency	,52	,59	,01	,24	,13
Intuitive website design	,37	,56	-,09	,34	-,04
Actual information on website	,52	,43	,01	,00	,34
Website optimization	,53	,25	-,06	-,03	,29
Success stories of graduates published on website/ soc. media	,54	-,39	,02	-,33	,16
Educational institution presentation	,44	-,15	-,58	-,13	,27
Educational institution promotion actions	,45	,02	-,70	-,03	-,04

Source: Own processing

In order to better interpret the achieved results, the next step was the varimax rotation to form the rotated component matrix. Varimax rotation was performed in order to identify the impact of the selected factor on the particular variable. The following table (table 5) shows newly achieved results through the varimax rotation. The highest variability of a given variable is highlighted.

Table 5: Rotated component matrix

Variables	Component				
	1	2	3	4	5
Importance of social media	,46	,14	,31	,30	-,11
Social media content	,64	-,16	,46	,05	,07
Actual information on social media	,58	,30	-,05	,13	,00
Profile picture design	,45	,03	-,10	,52	,18
Advertisement on social media	,72	-,10	,12	,04	,23
Posting frequency	,61	,22	,01	,35	-,04
Originality of posts	,23	,29	,07	,68	,14
Importance of website	-,04	,23	,21	,26	,65
Website content	,13	,14	,10	,12	,84
Website originality	,06	,11	,03	,75	,22
Website design	,31	,44	-,17	,26	,42
Website transparency	,08	,80	,04	,04	,17
Intuitive website design	,10	,68	,03	-,19	,23
Actual information on website	-,03	,68	,15	,28	,01
Website optimization	,05	,53	,25	,31	,03
Success stories of graduates published on website/ soc. media	,23	-0,8	,31	,65	,04
Educational institution presentation	,08	,12	,77	,19	,00
Educational institution promotion actions	,10	,18	,75	-,05	,29

Source: Own processing

Interpretation of factors

Based on the results of varimax rotation (table 4 – highlighted cells) it is possible to interpret the achieved results. Each factor of marketing communication represents a different importance to the students of the department. From the 18 analysed variables, it is possible to create a smaller number of factors, which are dependent on each other.

Exploratory factor analysis of this research results in five factors. These factors show relationship between analysed variables. The detailed characteristics of the factors are as follows:

- Factor 1 – Social media
 - First factors contains variables ranging from 0.46 to 0.72. These variables are: importance of social media, social media content, actual information on social media, advertisement on social media and posting frequency.
- Factor 2 – Website
 - Second factor contains variables that represent all the essentials that are typically required from a each website. The variables that saturate the factor website are: website design, website transparency, intuitive website design, actual information on website and website optimization. All variables range from 0.44 to 0.80.
- Factor 3 – Presentation of the department (offline)
 - Third factor contains variables representing the activities to raise awareness of the selected department. These variables include: educational institution presentation (with value of 0.77) and education institution promotion actions (with value of 0.75). This is a factor whose variables reach high values and are fully saturated.
- Factor 4 – Originality of the content
 - Factor of originality of the content is made out of variables profile picture design, originality of posts, importance of website, website originality, and success stories of graduates published on website/social media. Achieved values range from 0.26 to 0.75.
- Factor 5 – Website content
 - Fifth factor contains only one variable – website content. This variable has value of 0.84, which is the highest from all the values of analysed variables.

For all five factors, a significance value was specified. This value evokes the importance of these factors in terms of which aspects of offline and online marketing communication tools are most significant to the respondents – students of the selected department. Average values of significance of each factors are stated in table 6. The level of significance is based on the values determined by the Likert scale in the primary research, which was realized in order to obtain the date needed for this research.

Table 6: Significance of factors

Factor	Value of significance
Factor 2 – Website	4.24
Factor 5 – Website content	3.75
Factor 4 – Originality of the content	3.48
Factor 3 – Presentation of the department (offline)	3.44
Factor 1 – Social media	3.26

Source: Own processing

Conclusion

The number of students studying at the selected department is constantly decreasing. Properly targeted marketing communication can be one of the means of attracting new students. That is why it is vital for the department to know which aspects of the tools of offline and online marketing communication are essential in attracting new students. The primary research, conducted to determine students' attitudes to aspects of offline and online marketing communication tools, was used to gather data. This data was subsequently analysed by factor analysis. By using factor analysis and thus reducing aspects of offline and online marketing tools, it is possible, from the data gather in the primary research, to compile five factors. Furthermore, these factors can be arranged according to their significance values, which are derived from the average values determined by the Likert scale. The factor labelled as "Website" reached the highest value. Second highest value has a factor "Website content", which is followed by factor "Originality of the content". Last two factors are "Presentation of the department (offline)" and "Social media". Based on these findings, it can be stated that the marketing strategy of the department should focus on aspects of online marketing tools, which are part of identified Factor 1. Eye catching and professional design of the website, transparency of the website elements, intuitive interaction with the website, optimized website and up to date and always actual information on the website are the aspects of the website, as a online marketing tool, to which the department should pay attention to in order to potentially attract new generation of students.

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Contact data:

Ing. Roman Chinoracký

University of Žilina

Faculty of Operation and Economics of Transport and Communications

Univerzitná 8215/1

010 26 Žilina

SLOVAK REPUBLIC

roman.chinoracky@fpedas.uniza.sk

Ing. Jana Kurotová

University of Žilina

Faculty of Operation and Economics of Transport and Communications

Univerzitná 8215/1

010 26 Žilina

SLOVAK REPUBLIC

jana.kurotova@fpedas.uniza.sk

Ing. Stanislava Turská
University of Žilina
Faculty of Operation and Economics of Transport and Communications
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
stanislava.turska@fpedas.uniza.sk

Dr.h.c. prof. Ing. Tatiana Čorejová, PhD.
University of Žilina
Faculty of Operation and Economics of Transport and Communications
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
tatiana.corejova@fpedas.uniza.sk

SPECIFIC ASPECT OF MARKETING COMMUNICATION AND CONSUMER BEHAVIOUR IN A CIRCULAR ECONOMY

Rudolf Rybanský – Dominik Jánoš

Abstract

The key tool in the conservation of the natural environment is the effective use of natural resources, the raising of employment rates in the waste-processing sector and combating man-induced climate change, with an effort to lower the amount of waste that ends up on landfills. The level of the economy and the quality of our life depends on the sufficient amount of natural resources. The characteristics of a traditional economy are rooted in a one-way linear process, i.e. resources – products – waste, with a focus on the maximising of societal wealth and profit, which overburdens natural resources, produces an uncontrollable amount of waste and has a negative influence on natural resources and the natural environment. With regards to raising productivity, the lowering of expenses and the strengthening of competition in Europe, the circular economy as a scientific concept represents a model of long-term sustainable development, a type of environmentally-friendly economy. Before we determine the implementation methods, during the introduction of a circular economy within the conditions of Slovakia, it is necessary to analyse the factors that influence this phenomenon. The stated goal of our paper is to define the results of the analysis, monitoring and evaluating of the use of communication tools in the consumer behaviour in the application of a circular economy in Slovakia. The research was focused on a whole variety of consumers, and compared with the legislative limits of the European Union and the Slovak Republic. In the conclusion, we define the proposals that will ensure the accord between legislation, the principles of circular economies, communication tools and consumers. The processed proposals will be submitted to the authorities of public administration, for example the Slovak Chamber of Commerce, the Ministry of Environment of the Slovak Republic, and others.

Key words:

Circular Economy. Communication Mix. Consumer Behaviour. Ecology. Innovation. Legislation.

Introduction

The priority of a circular economy is the more economical and more effective utilisation of limited natural resources, raising the effectiveness of product manufacturing with high efficiency and low consumption of resources and a low (or even zero) production of emissions. Part of it lies in the prevention and decrease of waste production, and with it,

the prevention and decrease of polluting substance sources, up to and including recycling, where resources are returned back into the economic cycle, a procedure that has an increasingly urgent practical significance. Currently, these issues are highly topical not only in Slovakia, but all the developed countries of the world. For several years, various authors have delved into the circular economy as one of the tools for sustaining a healthy natural environment.¹ One part of this field encompasses problem-solving within the context of waste management.² The conversion of waste into reusable resources is also one of the basic goals of the plan for effective use of resources. It is necessary to note, that we need to pay the greatest amount of attention to reuse and recycling in particular.³ The circular economy is a strategy of long-term sustainable development, through which one can create functional and healthy relations between the natural environment and people. It is understood as an opponent of the linear system. The basic principles of the circular economy are based on the idea that the product and material flows are once again returned into the production cycle after use, where they'll become resources important for the creation of new products and services. The goal is to prevent the multiplying of waste. Up until now, the solutions were based on the replacement of primary materials with secondary ones. Recycling was to be the way out of this situation. However, we can't consider this solution to be attractive, given that the overall process is considered as very demanding in terms of energy consumption. In general, we talk about the degradation of materials, which leads to an orientation of demand towards primary materials. With a circular economy, we move beyond the boundaries of recycling. Recycling is based on a renewing industrial system that leads to the termination of waste. We therefore consider recycling to be the outer layer of a circular economy, even though it requires higher energy consumption than the inner layer of the circular economy. The circular economy should serve for the better use of a product's life cycle, and along with that, also minimize the needed energy consumption.

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- 1 SAUVÉ, S., BERNARD, P., SLOAN.: Environmental sciences, sustainable development and circular economy. In *Alternative concepts for trans-disciplinary research*, 2016, Vol. 17, No. 1, p. 48-49.
 - 2 DARNADYOVÁ, A.: *Kruhová ekonomika (Circular Economy)*. [online]. [2019-09-15]. Available at: <<http://www.odpady-portal.sk/Dokument/102210/kruhova-ekonomika-circular-economy.aspx>>.
 - 3 *The circular model – an overview*. [online]. [2019-09-15]. Available at: <<https://www.ellenmacarthurfoundation.org/circular-economy/concept>>.

While implementing a circular economy, it is also necessary to resolve innovations and the innovative process. Innovative activities lead to the performance increase of a specific business entity. These activities are connected to the preparation and selling of an original idea. In practice, we describe such activities as „jump“ innovations. The main goal of innovation activities is the consumer. The new economy creates conditions for a new conception of thinking, based on new knowledge, with the use of information and communication technologies. Innovation and the innovation process is very important to a business, something stressed by J. Čimo in his publication *The Role of Innovative Marketing in the Complex Innovation Strategy*.⁴ Concerning European and international documents, one that is frequently mentioned is the so-called Oslo Manual, also known under the title *The Measurement of Scientific, Technological and Innovation Activities; Instructions for gathering and interpreting data on innovation*, the manual published in its third edition as handbook of the Organisation for Economic Co-operation and Development (OECD) in 2005. The OECD, the European Commission (via Eurostat), as well as the state, all have an important role in the creation of innovation opportunities and simultaneously in the support of an adequate environment for innovations. It is important to note, that from the microeconomic point of view, innovations belong solely to business entities.⁵

A. Zaušková and J. Domová state, that in these definitions, the role of the consumer in the innovation process isn't taken into account, despite the fact that the consumer is the decisive factor in the realisation of innovations.⁶ They consider the following definition by M. Zelenský to be more fitting: „...such an improvement of the product, process or business model, that significantly adds value to the customer, a company, and in an ideal case both parties simultaneously. If the added value undergoes realisation only during the market transaction, innovation itself is created on the market during the sale. As a matter of fact, it is carried out by the customer. Because of this, innovations differ significantly from inventing, from an invention, a patent, or an improvement proposal – those might

4 ČIMO, J.: Úloha inovatívneho marketingu v komplexnej inovačnej stratégii. In *Ekonomické rozhľady/Economic review*, 2010, Vol. 39, No. 3, p. 421.

5 *Oslo manuál, OECD/EC (Eurostat)*. [online]. [2019-09-17]. Available at: <<https://www.oecd.org/sti/inno/2367580.pdf>>.

6 ZAUŠKOVÁ, A., DOMOVÁ, J.: *Inovačná schopnosť a inovačná výkonnosť podnikateľských subjektov*. Trnava : FMK UCM in Trnava, 2012, p. 13.

remain unrealised...“⁷ The consumer also needs to be drawn into the process of innovation, as argued by Trommsdorff and Steinhoff: „active integration of the customer into the process of innovation requires a type of approach, where the needs of the market are systematically acquired and evaluated, in order to avoid a slump of the products. The integration of the customer into the process for acquiring new product ideas is particularly important, so that the following phases – e.g, the development of the product, or the introduction of the product into the market, along with a targeted marketing strategy – could also build upon them.⁸ The goal of marketing communication is to inform, to acquaint the public about the quality, usefulness and uses of a product. Besides this goal, it is also necessary to react to the demands of consumers. The essence of communication activities is to influence the shopping behaviour of consumers, with the help of communication system tools. The traditional tools of marketing communication include: advertising, sales promotion (merchandising), public relations and personal sales.

Marketing communication is significantly influenced by digital media, due to its functioning via a common virtual space. This is despite the fact that we no longer consider the Internet to be a new technology, but instead consider it a form of networked infrastructure, because its accessibility is understood as a right of the people. „Thanks to the trends of the digital age as well, marketing communication has broad options for spreading marketing-communication messages. This is provided by the new opportunities offered by the expansion of mass communication and information technologies, but also the efforts of marketers to draw the public’s attention with new, unconventional forms of presentation and staging original advertising and promotional campaigns. (...) The transfer of information becomes economically more advantageous, more flexible time-wise and the option of receiving feedback allows for a more accurate targeting of the marketing product.“ As mentioned by Rajčák in the publication *Marketing communication in the digital age*.⁹

7 ZAUŠKOVÁ, A., DOMOVÁ, J.: *Inovačná schopnosť a inovačná výkonnosť podnikateľských subjektov*. Trnava : FMK UCM in Trnava, 2012, p. 14.

8 TROMMSDORFF, V., STEINHOFF, F.: *Marketing inovací*. Prague : Nakladatelství C H Beck, 2009, p. 25.

9 RAJČÁK, M.: *Marketingová komunikácia v digitálnom veku. (vybrané trendy, metódy a techniky)*. Trnava : FMK UCM in Trnava, 2013, p. 8.

1 Methodology

For the purposes of research, it is immensely important to organise a good quality collection and processing of data. To supplement the information database, it was helpful to carry out marketing research, which occurred in three phases. As part of the quantitative research, this effort consisted of secondary data collection, through the study of theoretical source materials including materials of various authors, resources of the Statistical Office of the Slovak Republic, or articles in science magazines. It was then followed by the collection of primary data.

1. Research phase:

We carried out the survey between the 20 September and 20 October 2018. The survey was carried out in two renditions. The electronic rendition was shared publicly on the Facebook social network. The second rendition was carried out by personal contact with a group of randomly selected respondents. The stated renditions were created based on the broad range of the target group, the respondents ranging from 18 to 65 years old. The greater number of respondents was recorded on the social network, older respondents were surveyed through a random selection in the shopping centres of the Trnava region. From the point of view of our survey, it was necessary that all of the queried respondents be citizens from within the Trnava region. We calculated the size of the selected sample with the help of a formula. The basic sample consisted of the inhabitants of the Trnava region, with an age range between 18 and 65 years of age. We based our survey on the statistical data from the Statistical Office of the Slovak Republic, with the basic sample consisting of 420 867 people. Another possibility for ascertaining the selected sample would be by utilising the Internet, using an Internet calculator designed for the purpose. If we use the Internet calculator and enter the individual values, we receive the following results:

The level of reliability	Margin of error percentage	The size of the basic sample
95%	5%	420 867
recommended size of the selected sample	385	

Picture 1: Our results

Source: Own processing

2. Research phase:

In this phase of the research, we focused on defining the relationship of the individual materials from selected clothing industry products. We subjected the samples to chemical analysis. With the acquired data, we subsequently ascertained, whether there exists a dependency between the level of recycling and the price of selected textile products. To this end, we used a correlation and regression analysis in MS Excel software.

3. Research phase:

This phase was focused on acquiring relevant data from the respondents on the subject of shopping choice, the shopping behaviour of consumers within the conditions of a circular economy. The acquired data was subsequently evaluated based on the evaluation criteria determined in advance, and then charted graphically. The results formed an information base in the creation of recommendations for the improvement of the current status of implementing the principles of a circular economy in Slovakia. The subsequent observance of the given principles will help secure the protection of the natural environment.

2 Results and Discussion

Because the range of products is very wide and our goal is to research the individual production areas in greater detail, we have decided to focus our following research on clothing industry products used by sportsmen. This narrow specialisation is intentionally aimed at products that we use in our daily life on a stable basis. In the conclusion, the results of our research will be generalised to all products of the clothing industry. The target group of our survey was divided into three age categories, specifically, people between 18 to 30 years old constituted 24%, the group between 31 and 50 years of age constituted 39%, and the last group, in the age range of 51 to 65 years was represented by 37%. Thanks to this percentual division as well, it becomes clear, that we were trying to address all the categories in the target group with almost the same amount of respondents. We asked the respondents about the frequency of their shopping for clothes, clothing industry products. Based on the evaluation of replies, we found out that 45% of the queried shops for clothes at least once (1x) every 3 months. This was followed by a group of 96 respondents, which goes shopping once (1x) a month. 85 of the queried respondents shops at least once (1x) every six months, and the group with the lowest frequency of shopping, only once (1x) in a year,

constitutes 8%. We were surveying, whether the respondents from our selected sample follow the individual communication tools during the process of shopping for clothes. It is interesting that as many as 162 of all queried respondents did not know how to answer the question. 119 respondents replied positively and 104 respondents commented that communication tools play no role in their shopping process. We directed our attention at ascertaining the knowledge of the queried respondents on the individual principles of the circular economy, on the sample of clothing industry products. The most surprising find for us was that as many as 177 respondents did not know the features of the circular economy in the clothing industry. 123 respondents had a grasp on this area and 85 of the queried respondents had no knowledge at all on the working principle of a circular economy. For improving marketing communication in the conditions of the circular economy, we have chosen several samples of textiles. We subjected these to a chemical analysis, with the goal of defining material items of the individual textiles.

Table 1: The chemical analysis was processed by an uncertified testing laboratory

Textile article type	Price	Sample number
Socks	Higher	1
Socks	Lower	2
T-shirt	Higher	3
T-shirt	Lower	4
Tracksuit/Sweats set	Higher	5
Tracksuit/Sweats set	Medium	6
Tracksuit/Sweats set	Lower	7

Source: Own processing

Results of the material composition of the individual samples:

Table 2: Sample no. 1

Material	%	Note
Cotton	78 %	
Polyamide	18%	Hollow thread
Rubber spandex	4%	

Source: Own processing

Table 3: Sample no. 2

Material	%	Note
Cotton	82 %	
Polyamide	16%	
Rubber spandex	4%	

Source: Own processing

Table 4: Sample no. 3

Material	%	Note
Polyethylene	85 %	
Elastane	15%	

Source: Own processing

Table 5: Sample no. 4

Material	%	Note
Polyethylene	80 %	
Lycra - rubber	20%	

Source: Own processing

Table 6: Sample no. 5

Material	%	Note
Cotton	82 %	
Lycra - rubber	18%	

Source: Own processing

Table 7: Sample no. 6

Material	%	Note
Polyester	55 %	Hollow thread
Cotton	40%	
Elastane	5 %	

Source: Own processing

Table 8: Sample no. 7

Material	%	Note
Polyester	96 %	
Elastane	4%	

Source: Own processing

Further, we were interested in the factors that influence the recycling of selected textile products. Based on the acquired data, we wanted to ascertain, whether there's a dependence between the degree of recycling and the price of selected textile products, with the use of correlation analysis and regression analysis, carried out in MS Excel software. The dependent variable Y represents the degree of recycling (in %) and the independent variable X is the price of socks (in €). In our case, we assume that the higher the price of the product, the higher the level of recycling. Fig. 1 depicts the acquired data, which served as the basis for our processing of the development of the curve that denotes the level of recycling = $f(\text{price})$, in the case of the socks. With the use of MS Excel, we acquired a trend curve (denoted by a dashed line) – as a linear function expressed by the relation $y = 9,41x - 0,5$. The above stated curve development is valid up to the recycling level of 95%. We did not manage to detect a higher level of the degree of recyclability among the tested socks. This value only influences the increase of the product's price, which also depends on the product's brand. Therefore, the regression function has the form of $y = 9,41x - 0,5$. The value $b_0 = 0,5$ denotes the following. If the price was zero, it would mean that the degree of recycling is close to 0. The value $b_1 = 9,41$ denotes when the value increases by one measurement unit – by one euro – then the degree of recycling increases roughly by 9,41%. Using MS Excel, we found out that the correlation coefficient is 0,999, meaning that there is a strong relationship between the surveyed variables. The R square indicator is the square number of the correlation R, and explains how many percent of the variability of the dependent variable Y – the degree of recyclability – are influenced by the independent variable X – the price of the product. In our case, the value is high, equal to 0,998, therefore the reliability of the relationship ($y = 9,41x - 0,5$) is almost 100%. The P value is $8,29 \cdot 10^{-14}$, which confirms the significance of the coefficient 9,41.

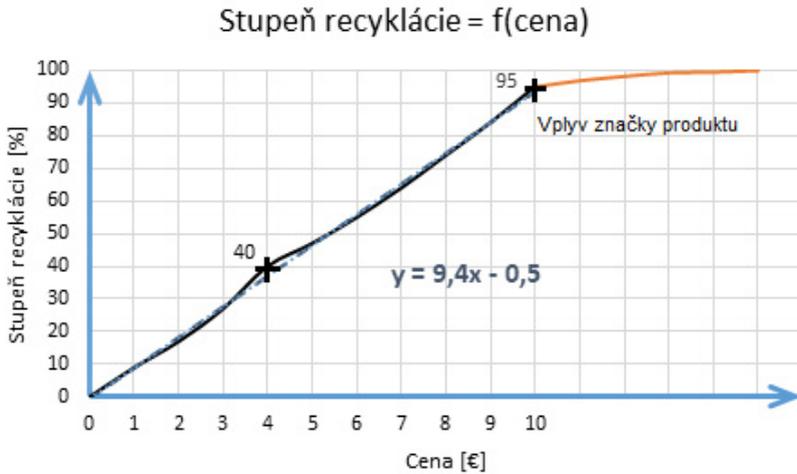


Chart 1: The dependency of the level of recycling on the price of a product (socks)

Stupeň recyklácie – Level of recycling

Vplyv značky produktu – Influence of the product's brand

Cena – Price

Source: Own processing

In the case of the dependency of the degree of recyclability and the price of the T-shirt, the regression function took the form of $y = 0,05x^2 - 0,57x + 2,65$ (fig. 2). The regression function in the case of the tracksuit (sweats) set had the form of $y = -0,005x^2 + 1,6x + 4,16$ (fig. 3). The regression curve, or otherwise the trend curve, is represented by the interrupted, dashed line. Interpretations are analogous to those of the linear model. Based on the testing of hypotheses about the appropriateness of the model and the significance of regression coefficients, we have ascertained, that the model is appropriate and the coefficients are significant.

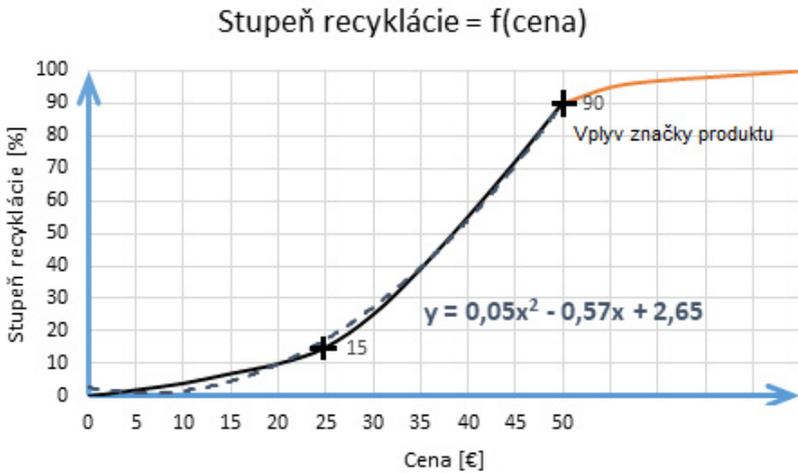


Chart 2: The dependency of the level of recycling on the price of a product (T-shirts)

Source: Own processing

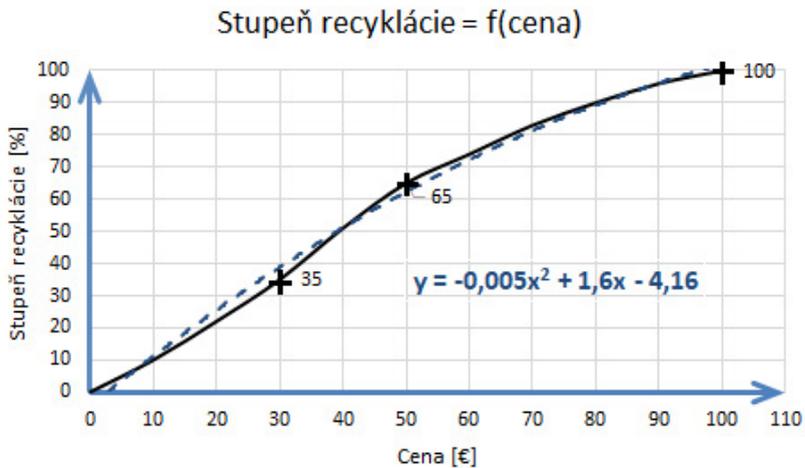
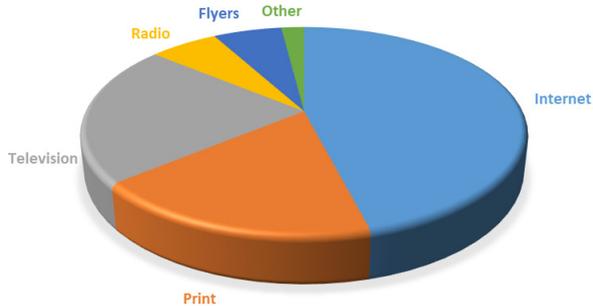


Chart 3: The dependency of the level of recycling on the price of a product (tracksuits/sweats)

Source: Own processing

In the next phase of the research, we processed a questionnaire survey focused on the utilisation of tools of the communication mix in selected segments within the context of consumer behaviour. Here, we only present the results of the key findings, that directly influence shopping behaviour and the decision-making process of the end consumers.

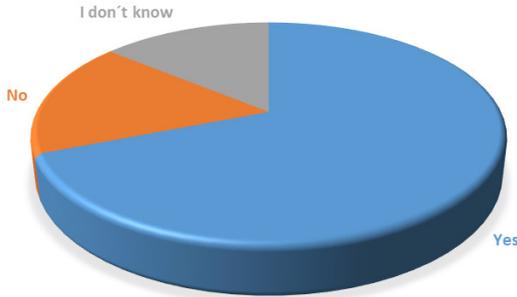
From what sources do you acquire information on protecting the natural environment?



Graph 1: Source of information on the protection of the natural environment
Source: Own processing

In the above question, we assessed the congruence of the most commonly occurring replies by the respondents. The results show that the majority, i.e. 46% of all queried, considers the Internet to be the most important information source on the protection of the natural environment.

Does familiarity with the principles of a circular economy influence your shopping decisions?

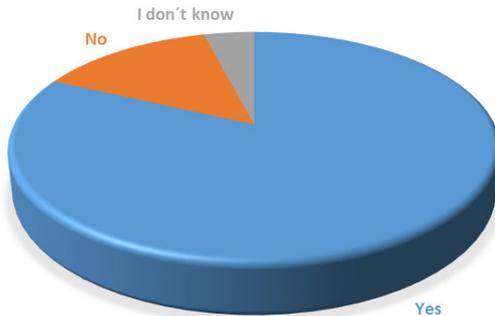


Graph 2: Familiarity with the principles of a circular economy

Source: Own processing

Based on the results, we can observe that as many as 69% of queried respondents are influenced by the principles of a circular economy in their shopping decisions.

Do you consider labels on products to be a worthwhile source of information that influence your shopping behaviour ?

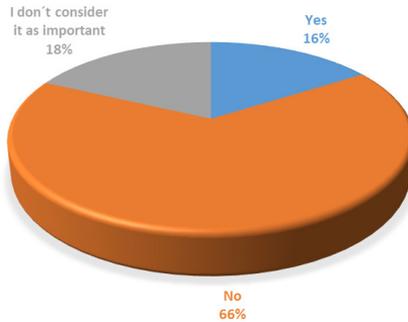


Graph 3: Labels as a source of information

Source: Own processing

This question was aimed at assessing the information value of labels on products and their subsequent influence on shopping behaviour. The results clearly show that as many as 82% of respondents perceives the information value of product labels during the course of their shopping behaviour.

Do you also acquire information that influences your shopping behaviour among retail personnel?

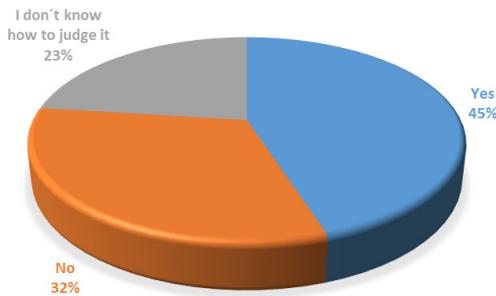


Graph 4: The expertise of retail personnel

Source: Own processing

Retail personnel should play a very important role in the implementation of a circular economy in Slovakia. However, based on the results, as many as 66% of the queried respondents does not utilise information provided by retail personnel during their shopping decision-making.

Do you experience a lack of information or a glut of information about a healthy lifestyle, the protection of the natural environment and long-term sustainability?

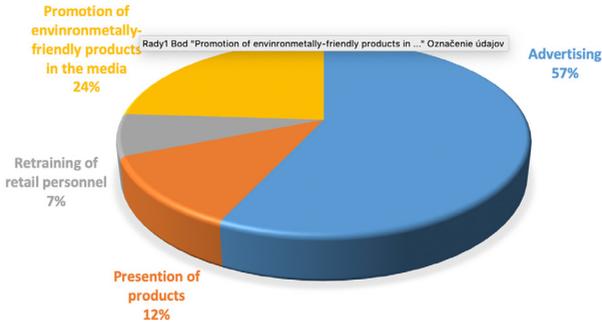


Graph 5: Influence of information on a customer

Source: Own processing

After assessing the results from the above question, it appears that the queried respondents are almost in mutual balance while judging the amount of information provided to them about the protection of the natural environment and long-term sustainability.

Suggest forms of product promotion within the context of environmentally friendly products.



Graph 6: Forms of promotion for environmentally-friendly products

Source: Own processing

The result of this question is assessed by the proposal of promotional forms for environmentally-friendly products. After assessing the most commonly occurring answers, we can observe that the queried respondents propose utilising all forms of marketing communication, but as many as 57% prefer advertising.

2.1 Discussion

In the current situation, not only governments, but also the public, including individual companies, are beginning to recognize the need to introduce long-term sustainable approaches to economic development. This results in the fact that even customers demand the guaranteeing of a competitive advantage, they demand non-faulty products, suitable for both their health concerns and for the natural environment. In the present, business owners in Slovakia are also beginning to utilise the tools of a circular economy and green innovations. The two greatest issues that emerge from our surveys are climate change and economic crises. The results hint that the rate of innovation and technological progress is currently at a very low level. Applying the individual models of a circular economy is a long-term process and in Slovakia, currently at a very weak level. The results hint that innovations are the basic element of a cyclical type of economy. Assessing the specific acquired data, we note that the rate of awareness among the populace, about the area of environmentally friendly innovations and of the implementation of a circular economy, is at a relatively low level. The results definitely show

us the need for an accelerated spread of information concerning the preserving of a healthy natural environment. Even though, in the present, some early examples focused on these issues have started to appear (e.g. a protected workshop in eastern Slovakia experimentally producing new material from textile and plastic waste, the new material is then used to manufacture simple shopping bags). Global institutions that focus on this area have noted, that, after plastic waste, the waste from clothing industry products is right in second place. Thus, our research was also focused on selected segments of the clothing industry.

Based on the chemical analyses of materials and the prices of individual textiles, we examined the dependence of price and recycling of the researched samples. The results showed that there is a very low recyclability of individual products if the textile product prices are low. Because of this reason, it is very important to influence shopping choice and subsequently the shopping behaviour of consumers, in order to raise awareness that the purchasing of cheap textiles leads to the degrading of the natural environment. Based on the results of evaluating the third phase, it is clear that it is necessary to pay great attention to creating an appropriate promotion for environmentally-friendly products, in conjunction with the individual tools of marketing communication. The most important areas for improving the current state of things is the area of providing information on the outside of the products themselves, the improvement of communication skills of retail personnel and the area of selecting appropriate communication channels for communication. All relevant finds can be utilised within the context of the Slovak republic:

- defining of complex problems, which occur during the practical realization of a circular economy,
- processing a complex outlook on the introduction of a circular economy within the conditions of the European Union,
- processing a complex outlook on the implementation of marketing communication tools within the conditions of the European Union,
- increasing the awareness of consumers about the polluting of the natural environment, in order to help with their shopping choice and shopping behaviour,
- creating an education methodology for retail personnel engaged in the retail of environmentally-friendly products,
- suggesting a methodical approach to implementing the individual tools of marketing communication for carrying out the principles of a circular economy.

Conclusion

All companies in Slovakia endeavour to overcome their competition by utilising all the available means. The applying of innovations also belongs under these available means. Applying innovations ensures companies the option to introduce a unique product to the market or generate a unique value in an already realised product. It represents a tool with which they create their competitive advantage. It is necessary to note that properly selected promotion plays a big role in the introduction of innovations. This factor influences the earliness of introducing an innovation to the market. Our research had also confirmed, that the circular economy represents new possibilities for businesses at exercising their positions on the market and creates an opportunity for them to exploit gaps on the market. Based on the results show that introducing some types of innovations requires a high degree of investment, but in many cases, the rate of return in a well-selected innovation policy is very fast. The circular economy, which has an influence on the practical exertion of companies, influences environmental protection to a great degree, and also has an influence that reaches a new consumer style of thinking among customers. This trend of applying similar innovations will continue to grow in the following years, as there is no sign of its stagnation in the present. We can observe that this trend has an upward growth development and is supported in various ways, e.g. the programmes of the European Union. Therefore, Slovak companies in the near future must preserve their dynamic development, which was defined within the context of a circular economy, and fully carry out the necessary measures on all levels, in order to make a cyclical economy real and to the benefit of the entire society.

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Contact data:

Mgr. Dominik Jánoš

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

dominikjanos16@gmail.com

assoc. prof. Ing. Rudolf Rybanský, CSc.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

rudolf.rybansky@ucm.sk

ONLINE VS. OFFLINE CONSUMER WAY AND ONLINE SHOPPING BEHAVIOR

Petra Jílková – Petra Králová

Abstract

The development of e-commerce business in recent years has led to revolutionary changes in customer behavior, as online marketing is strongly based on effective communication and aims to provide online goods and services most efficiently. The main aim of this paper is to analyze online vs. offline consumer way and online shopping behavior in selected countries. Online shopping has become a modern trend all around the world. Compared with traditional communication models, there are several ways who to communicate, which can result in problems with delivering the campaign message effectively. Firstly, the paper presents a theoretical model for online and offline consumer ways and the development of the theory. Secondly, this research analyses the purchase behavior in the Czech Republic and compares e-commerce in the country to other EU countries. The main features of online shopping are that there is a large number of goods and orders are usually placed from a large number of customers worldwide. The paper investigates online shopping for the period between 2014 – 2018. Finally, the authors discuss the theoretical and practical implications of these results.

Key words:

AIDA. Communication Mix. Consumer Behavior. DAGMAR. E-Commerce. E-Shop. Marketing Mix. STDC Concept.

Introduction

Digitalization has significantly changed marketing communication and consumer behavior. Based on digital technologies, customer needs are constantly changing and organizations must adopt appropriate digital transformation as a core pillar of their innovation strategy. The effects of information technologies in the field of e-commerce have increased the importance of a new arrangement for shopping that gets benefited from web technologies. The supposed expenditures of Czech e-commerce are 160 billion CZK, i.e. 6.4 billion euros. Further, the number of e-shops is rapidly increasing. By the end of 2019, the number of e-shops in the Czech Republic is expected to reach 44.000 e-shops. Internet connectivity and use of smartphones (including other communication devices and wearables) is constantly increasing. The use of these devices is preferred by young people and the inhabitants of big cities with a higher income. Customer focus or recommendations from friends are

not a significant factor in the selection of the grocery e-shop. However, the development of information technologies has radically changed the way how people communicate and socialize, and represented a paradigm shift from product-oriented marketing to consumer – or people-oriented marketing. Online shopping has become a modern global trend. Compared with traditional communication models, there are several ways how to communicate and there could be a problem of delivering the campaign message effectively.

1 Objectives and Methods

The purpose of this paper is to investigate online shopping behavior in the context of the latest trends in e-commerce. Based on the literature review focused on online vs. offline online consumer behaviour trends and changes in e-commerce, it is possible to define the main customer-oriented principles as well as trends in the area. Firstly, it is possible to observe an increase across all product categories (e.g. grocery – 7% of individuals purchased groceries in 2014 in comparison to 13% in 2019). This includes a major increase in the share of online women doing their shopping online, including women on maternity leave. Further, it is possible to observe rapid development in the used devices. For instance, the percentage of customers using smartphones for online shopping increased from 9% in 2014 to 35% in 2019. The methodology used in this paper was analysis, synthesis, comparison in time and comparison of the innovation strategy based on the statistical data, covering the 2014 – 2018 period. The conclusion provides a summary as well as a discussion of the findings.

2 Literature Review

The digital revolution and the high level of competition have caused a rapid increase in online shopping. The great advantage of online shopping is the possibility of comparing the technical characteristics of the product, which is cheaper and easier to implement than throughout traditional channels.¹ Markets are becoming more and more sensitive to services, and

1 SANTOS, J.: E-service quality: a model of virtual service quality dimensions. In *Managing Service Quality: An International Journal*, 2003, Vol. 13, No. 3, p. 234-245.

this, of course, poses significant challenges to logistics management.² In the service-oriented industry, it is very difficult to set a standardized rule that will satisfy e-customers. The effective use of relationship marketing can help create a competitive advantage. Relationship with customers is newly distinguished as a key factor in setting up a competitive business. Companies collect customer data to implement customer relationship management more effectively.³ The increased global competition creates new ways to monitor consumer ways. The consumer behaviour based on the AIDA model was introduced by St. Elmo Lewis (1898, 1900) as a sales guide for salesmen to succeed in moving a prospect client to buy goods or services. AID (Attention, Interest, Desire) and later AIDA (Attention, Interest, Desire, Action) model are one of the most popular response hierarchy models which serve marketers as guidance in how to implement their marketing communication activities. Kotler and Armstrong (2003)⁴ added “S” and created the s-called AIDAS model, where S stands for Customer Satisfaction). Importantly, the extensions of the AIDA concept made the communication process circular. Marketing and social psychology works with a number of different versions of the Hierarchy of Effects (HOE model); all of these versions can reveal a systematic response process that can be divided into sequential stages for closer examination. According to Smith, Chen, & Yang (2008)⁵, HOE models can be summarized and integrated to reveal five critical stages of consumer response (brand awareness, brand learning, accepting/rejecting advertisement claims, brand liking, and brand intentions). The AIDA model is nowadays being replaced by yet another, more comprehensive model called DAGMAR (Defining-Advertising-Goals-for-Measured-Advertising-Results).

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- 2 CHRISTOPHER, M.: *Logistics & supply chain management*. Edinburgh: Pearson, 2016, p. 218.
 - 3 DHINGRA, M.: Determinants of Electronic customer relationship management (e-CRM) for customer satisfaction in the banking sector in India. In *African Journal of Business Management*, 2013, Vol. 7, No. 10, p. 763-767. [online]. [2019-14-03]. Available at: <http://www.academicjournals.org/app/webroot/article/article1380790202_Dhingra%20and%20%20Dhingra.pdf>.
 - 4 KOTLER, P. et al: *Principles of Marketing*. 15th edition. Harlow, United Kingdom : Pearson Education Limited, 2003, p. 79.
 - 5 SMITH, R. E., YANG, X.: The Impact of Advertising Creativity on the Hierarchy of Effects. In *Journal of Advertising*, 2008, Vol. 37, No. 4, p. 48-61. [online]. [2019-01-14]. Available at: <<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.454.4912&rep=rep1&type=pdf>>.

According to Al, Chen, & Saberi (2019)⁶, the DAGMAR model states that an advertisement must carry a potential customer through four steps:

1. awareness, which transforms the customer from the state of not being aware of the brand or product into the state of knowing it;
2. comprehension, which refers to transforming the awareness of the product into a better understanding of the brand or the product and their benefits;
3. conviction, which means that marketers must convince customers by explaining the benefits of the brand or product;
4. action, which is not controlled by marketers.

The next available theory is the CAC model which works with cognitive–affective– conative stages. The main purpose of these stages is to show the effectiveness targeting communication at a given client.⁷ However, the development of information technologies has radically changed the way of how people communicate and socialize and triggered a paradigm shift from product-oriented marketing to consumer or people-oriented marketing. Therefore, the variables in the hierarchy of effects model need to be updated in response to the latest developments in the notice of public power as a consumer audience.⁸ Wijaya (2015) formulated an alternative version of consumer behaviour theory and introduced the AISDALSLove model.

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- 6 ABBAS, A., CHEN, W., SABERI, M.: The Impact of Neuromarketing Advertising on Children: Intended and Unintended Effects. In *KnE Social Sciences*, 2019, Vol. 2019, No. 1, p. 2-15. [online]. [2019-09-19]. Available at: <https://www.researchgate.net/publication/335938910_The_Impact_of_Neuromarketing_Advertising_on_Children_Intended_and_Unintended_Effects/link/5d84cdbb458515cbd1a2f87a/download>.
 - 7 BARRY, T. E., HOWARD, D. J.: A Review and Critique of the Hierarchy of Effects in Advertising. In *International Journal of Advertising*, 1990, Vol. 9, No. 2, p. 122-134. [online]. [2019-01-14]. Available at: <<https://www.tandfonline.com/doi/abs/10.1080/02650487.1990.11107138>>.
 - 8 WIJAYA, S. B.: The Development of Hierarchy of Effects Model in Advertising. In *International Research Journal of Business Studies*, 2012, Vol. 5, No. 1, p. 74-84. [online]. [2019-02-15]. Available at: <<http://www.irjbs.com/index.php/jurnalirjbs/article/viewFile/98/79>>.

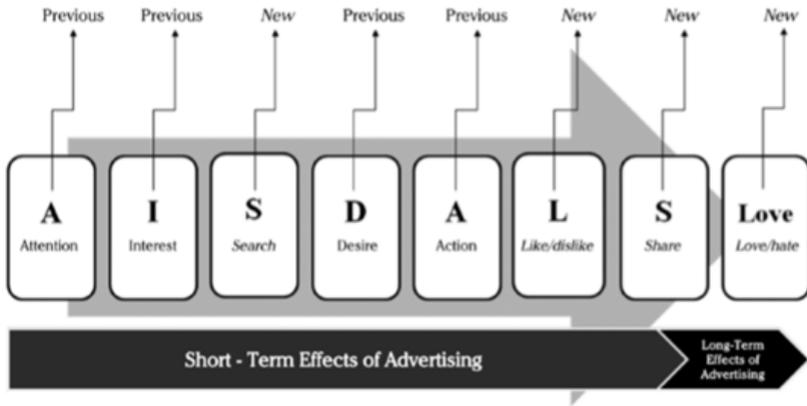


Figure 1: AISDALSLove Model

Source: WIJAYA, S. B.: The Development of Hierarchy of Effects Model in Advertising. In *International Research Journal of Business Studies*, 2012, Vol. 5, No. 1, p. 74–84. [online]. [2019-02-15]. Available at: <<http://www.irjbs.com/index.php/jurnalirjbs/article/viewFile/98/79>>.

Individual letter in Wijaya’s updated HOE model stand for:

1. “A” for “Attention” (a stage where the consumer audience firstly pay attention to the advertisement);
2. “I” for “Interest” (at this stage the consumer audience become interested in the advertisement);
3. “S” for “Search” (at this stage the consumer audience seek information about the message and/or the advertised brand, both internally and externally);
4. “D” for “Desire” (at this stage the consumer audience develop a passion for the brand or product after getting information about the brand or additional information regarding the advertising message);
5. “A” for “Action” (at this stage the consumer audience take action, i.e. purchase the product or selects the brand as a means of satisfying their desire);
6. “L” for “Like/dislike” (at this stage, after experiencing a product or brand, the consumer audience will like or dislike that product);
7. “S” for “Share” (this stage is the continuation of the previous stage, in which the consumer audience express their feelings – likes or dislikes – by sharing their experience with other consumers, either directly or through various media); and finally;

8. “Love” for “Love/hate” (at this stage, after feeling satisfied or dissatisfied, and sharing experience with other customers, there comes a strong, long-lasting feeling towards the product and/or brand; these feelings can be either love or hate).⁹

Another modern model that goes together with the e-consumer behavior and needs is the STDC concept. Currently, the STDC framework is based on online marketing strategies and customers’ interaction with company. Many businesses make mistakes by evaluating online marketing activities only from the perspective of the so-called “Last Click”. According to Kaushik (2013), the STDC framework consists of four main elements: See, Think, Do and Care.

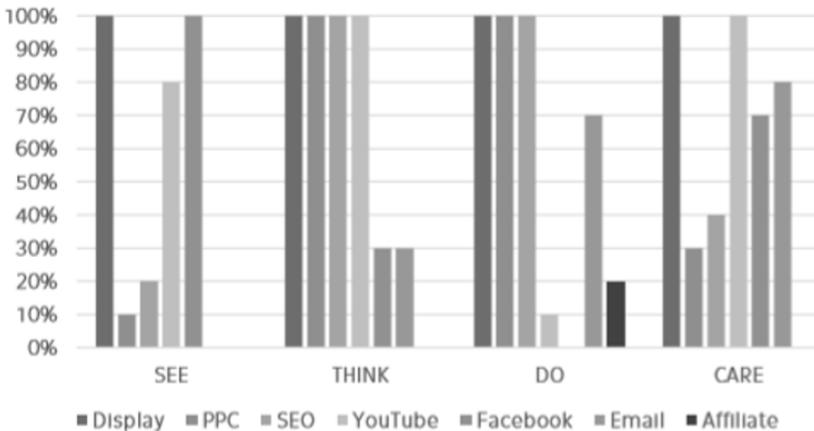


Chart 1: STDC Communication Mix

Source: *See, Think, Do, Care Winning Combo*. [online]. [2019-02-15]. Available at: <<https://www.kaushik.net>>.

In the “See” phase, potential customers are not looking for a solution to a problem; they simply browse through the web pages. The goal of the marketing strategy is to engage the audience with funny, entertaining, and useful content. It is supported good customer relationship with the brand. On the other hand, the “Think” phase involves people who have

9 WIJAYA, S. B.: The Development of Hierarchy of Effects Model in Advertising. In *International Research Journal of Business Studies*, 2012, Vol. 5, No. 1, p. 74-84. [online]. [2019-02-15]. Available at: <<http://www.irjbs.com/index.php/jurnalirjbs/article/viewFile/98/79>>.

a specific problem and want to solve it. The customers usually look for specific information, product or service. In the “Do” phase, there is a group of people who decide to purchase and choose a specific product; they are interested in specific information, specifications of selected products, brands, types, durability, parameters, and/or purchasing conditions. The “Care” phase involves customers who have purchased more than twice or who buy products and services on a regular basis. Kaushik (2013) further recommends creating and promoting content for the “Care” phase which he believes is still not accentuated enough on the Internet. Content created specifically for loyal customers can be, for example, instructions, maintenance advice, or easy access to customer support.” Interestingly enough, this model operates from a consumer’s rather than company’s perspective. The model can be implemented for all the typical online tools (display, PPC, SEO, Social Media and e-mailing) which can be most useful in a particular stage of the consumer behaviour. The next model, which is connected with the consumer behavior, is the ACCD model (Attract – Convert – Close – Delight). According to Hubspot (2016), ACCD is a multi-channel model. This approach is suitable for an inbound strategy. Inbound marketing is a set of marketing techniques and strategies aimed at attracting relevant customer opportunities to the desired business or product. The purpose of inbound strategies is to draw attention and traffic with creating and pursuing organic tactics in online settings. Inbound strategy is a method of promotion aimed at target groups that are looking for information. According to Opreana, & Vinerean (2015)¹⁰, the inbound marketing consists of four main parts:

1. Content marketing,
2. Search Engine Optimization,
3. Social Media Marketing, and
4. Brand-Focused Marketing Communications.

In connection with this concept, it is possible to measure website traffic (unique visitors, repeated visitors, page views), the source of website traffic, leads and campaign metrics. Content marketing is one of the leading marketing techniques in marketing communication; it creates customer relationships based on creating and sharing content online,

10 OPREANA, A., VINEREAN, S.: A new development in online marketing: Introducing digital inbound marketing. In *Expert Journal of Marketing*, 2015, Vol. 3, No. 1, p. 30-33. [online]. [2019-07-15]. Available at: <http://marketing.expertjournals.com/ark:/16759/EJM_305opreana29-34.pdf>.

mainly on social media. According to Baltes (2015)¹¹, the strategy of content marketing can adapt to each company, but it should consider the following elements: the objectives of content marketing, analysis of the target, the type of used content marketing, promotion channels, content marketing timetable (frequency), as well as the metrics for measuring the impact of the marketing content. The trend of last years is a massive shift to video marketing, personalization in content marketing and marketing automation within the campaigns. As a consequence, companies invest more effort into communicating with consumers through online social networking. The last concept to be mentioned is Lauterborn's (1990)¹² 4C's model. This author claims that each of 4P's variables should also be seen from a consumer's perspective. This transformation is accomplished by converting the product into a customer solution, price into the cost for the customer, place into convenience, and promotion into communication. 4C's model can easily be used in digital projects such as in e-shop development.

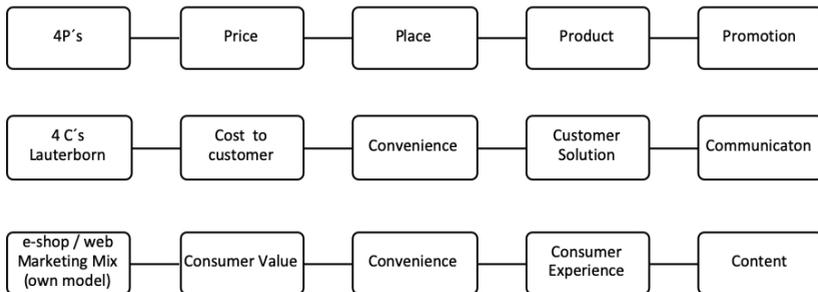


Chart 2: E-shop Marketing Mix

Source: Own processing

11 BALTES, L. P.: The content marketing-the fundamental tool of digital marketing. In *Economic Sciences. Bulletin of the Transilvania University of Brasov*, 2015, Vol. 8, No. 2, p. 112-117. [online]. [2019-01-14]. Available at: <http://webbut.unitbv.ro/BU2015/Series%20V/BILETIN%20I/15_Patrutiu.pdf>.

12 LAUTERBORN, B.: New Marketing Litany: Four P's Passe: C-Words Take Over. In *Advertising Age*, 1990, p. 1-2. [online]. [2019-01-10]. Available at: <http://www.business.uwm.edu/gdrive/Wentz_E/International%20Marketing%20465%20Fall%202014/Articles/New%20Marketing%20Litany.PDF>.

Based on the analysis of scientific literature, Baubonienė & Gulevičiūtė (2015)¹³ defined the affecting factors for online shopping and divided them into four groups:

1. Technological factors (good knowledge of information technologies and their use for obtaining knowledge, ability to use applications and systems);
2. Consumer-related factors (their attitude to online shopping, cultural types, loyalty, ease of use, consumer education and income, usability??, risk and trust, provider recommendations and customer reviews, age and previous online shopping experience);
3. The role of price while shopping online;
4. Product/service factors (the availability of product information on the website, product type).

3 Results and Discussion

The topic of this essays is online customer behavior. The following statistics show how consumers purchase online and how they use different devices and make different ways of purchase. The chart below presents a comparison of internet users in the EU and the Czech Republic for customers in the EU aged 16 – 74, who made their purchase within the last 12 months. The highest share of individuals purchasing online is in the United Kingdom, Sweden, and the Netherlands; the lowest in Romania, Bulgaria, and Croatia. The Czech Republic is in the middle of the presented scale; Slovakia occupies the eleventh position. At the same time, the number of individuals purchasing online in the Czech Republic is constantly increasing. The increase is evident cross all age groups. The highest share can be observed with customers aged between 25 and 34, however, the 65+ group is constantly increasing as well. The segment of mothers on maternity leave has an enormous future potential, especially in terms of purchasing goods for the family, kids, and household.

13 BAUBONIENĖ, Ž., GULEVIČIŪTĖ, G.: E-Commerce factors influencing consumers 'online shopping decisions. In *Social Technologies*, 2015, Vol. 5, No. 1, p. 75-80. [online]. [2018-01-14]. Available at: <<https://repository.mruni.eu/bitstream/handle/007/14502/Lietuvos%20gyventoju%20vartojimo%20islaidu%20sporto%20sektoriuje%20tyrimo%20rezultat%20%20ataskaita.pdf?sequence=1>>.

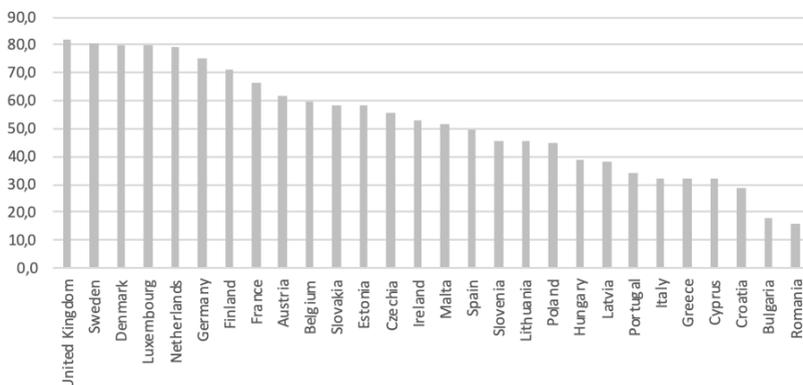


Chart 3: Proportion of individuals who bought online in the last 12 months online

Source: *Využívání informačních a komunikačních technologií v domácnostech a mezi jednotlivci – 2018*. [online]. [2019-11-19]. Available at: <<https://www.czso.cz/csu/czso/vyuzivani-informacnich-a-komunikacnich-technologii-v-domacnostech-a-mezijednotlivci>>.

The table below presents the way how the consumers search for the products online in combination with their offline behavior. The data are from the Czech Republic, (Czech statistical Office and APEK). Chart 4 presents the most common online purchasing strategies for years 2014 – 2018.

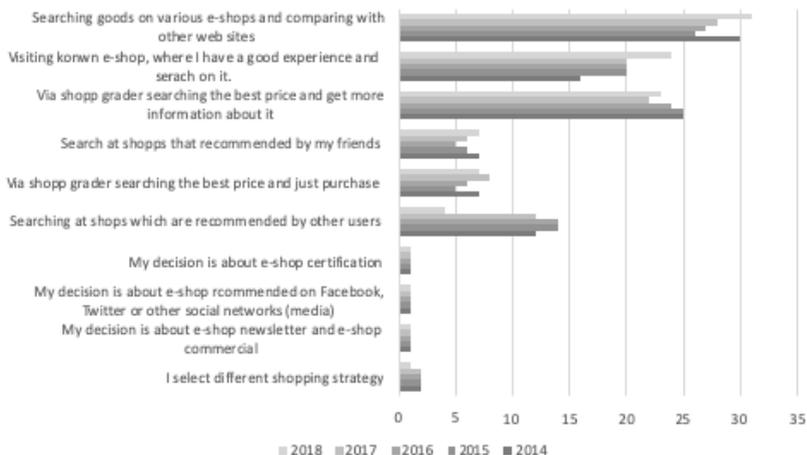


Chart 4: Strategy of the searching

Source: *E-commerce Survey Czech Republic*. Prague : Asociace pro elektronickou komerci, 2018.

The most popular way of searching goods online is to compare a number of various e-shops. The newsletters do not seem to provide satisfactory motivation for future purchases. Most respondents never use them or use them only rarely. This trend has been observed for 5 years without any changes. Further, the rating of other users is often taken into consideration, mainly by women. The searching habits differ according to the chosen products. This observation was confirmed during research in which 1357 individuals were asked about their purchase strategies regarding different types of products. The tested/questioned products were from the following groups: computers, notebooks and hardware, clothes and shoes, cellphones, smartphones, and other communication devices, black technologies (TVs, DVDs, blurays, ...), sport equipment, drugstore products, beauty, healthcare products, household electronics, and toys. The research shows that individual customers don't search online for the following products: drugstore products, toys, sports equipment, and black electronics. In general, the main reasons influencing the decisions of offline buyers are price (customers prefer purchasing more expensive products offline), product characteristics (for instance the necessity to touch the product before the purchase), and finally missing or insufficient product information. In the case of white electronics, communication devices, computers, notebooks, hardware, individual customers prefer to find the lowest price online and after that compare other attributes and conditions of the e-shops. Finally, the lowest price is not the main factor influencing the final decision.

Clothes and shoes are bought in the favorite shops selected based on the customer's own experience. All examined types of products are searched for online with regard to the lowest price and good experience. Other decision-making factors, e.g. recommendation from friends, information from social networks or e-shops promotion were marginal. Individuals see low prices as an essential criterium, and therefore they use price graders. The lower price is also of the reasons why individuals buy online. Table 1 summarizes the main reasons for customer dissatisfaction with online shopping over the last 12 months. During the survey held by APEK, 181 individuals were asked to express their dissatisfaction. The main reasons for customer dissatisfaction were: long delivery time and other problems related to delivery, such as product mismatch. Interestingly, women expressed their dissatisfaction with the delivered product more often than men who, on the other hand, were more frequently dissatisfied with poor customer service.

Table 1: Reason for dissatisfaction with online shopping

Reason for dissatisfaction	Percentage
Long delivery time	38
Dissatisfaction with the delivered product	26
Problem with the delivery	22
Poor e-shops communication	18
Other reason	16
The delivered product was damaged	15
Complication with the claim solution	15
Wrong information on e-shops web sites	14
Poor customer services	13
Missing information during purchasing	10
Problematic withdrawal from the contract	8
Long waiting time at the parcel shop	7
Damaged packaging	6

Source: *E-commerce Survey Czech Republic*. Prague : Asociace pro elektronickou komerci, 2018.

On the other hand, the main advantages of online shopping are lower prices, saved time and flexibility of ordering (a possibility to order 24/7). The chance to save, time and flexibility in ordering are, from the long-term period, the most satisfying factors of online shopping. The factor of lower/optimal prices has been slightly decreasing over the last 5 years. The reason for this trend can be progressive convergence between online and offline offers. Individuals appreciate comfortable delivery and the possibility to take time to compare different offers. On the other hand, the chance to decide based on the evaluation of other users is not considered significant.

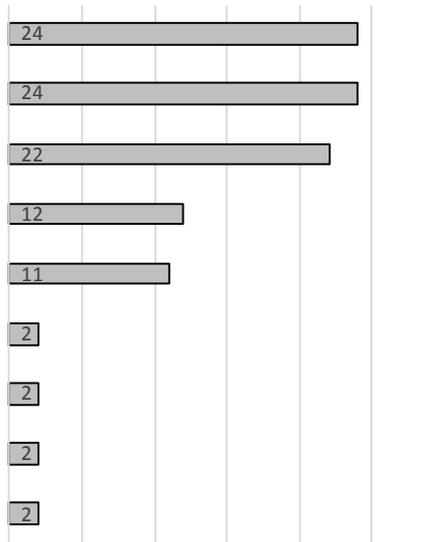


Chart 5: Advantages of online shopping

Source: *E-commerce Survey Czech Republic*. Prague : Asociace pro elektronickou komerci, 2018.

The number of customers who own smartphones and tablets is constantly increasing. 29% of respondents didn't have a smartphone or/and tablet in 2014, while only 11% of respondents didn't have smartphones or/and tablet in 2018. 35% of respondents made their purchase last year via smartphones; 8% purchased via tablet and 7% used their smartphone or tablet for their purchases in last year. In comparison with 2014, only 18% of respondents used their smartphone and/or tablet for their purchases, while 50% of respondents use smartphone and/or tablets for their purchases in 2018. In general, using a smartphone and/or tablet for purchasing is an increasing trend. The purchasing via tablet has been increasing only slowly (6% in 2014, 8% in 2018), but the purchasing via smartphone is increasing significantly (9% in 2014, 35% in 2018). The fact that an increasing number of customers own smartphones (tablets) has influenced their shopping habits. The most significant change can be observed in searching for information about services. More often than before, individuals compare the rating of the products and use smartphones for searching for the nearest store or shopping center. The percentage of payments made via smartphones has been increasing significantly with 6% paid via smartphones (or tablets) in 2014, while 17% paid via smartphones (tablets) in 2018. The satisfaction with

purchasing via smartphones (tablets) has been increasing. Regarding content customization for smartphones, individual customers are dissatisfied with small screens, clarity of provided information, and uncomfortable ways how to compare product information. Customers rarely use smartphones to compare information about individual products. 61 percent of customers use their smartphones for product info comparison only rarely or never; only 10% of respondents compare online information during purchasing in the store almost always.

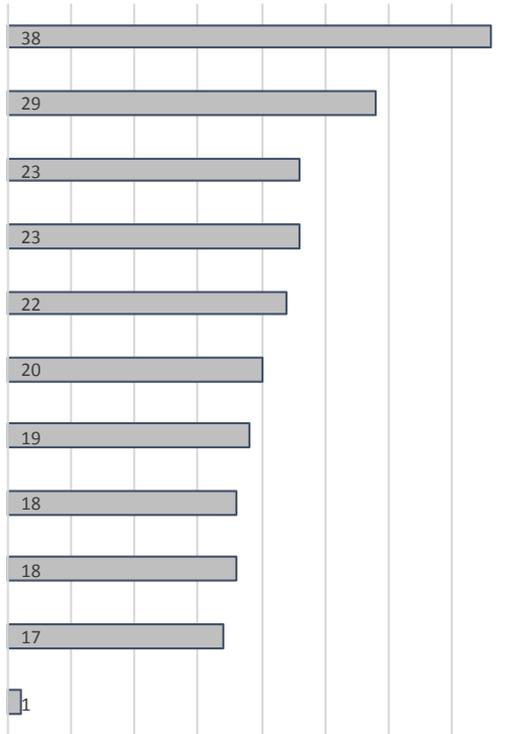


Chart 6: Shopping habits

Source: *E-commerce Survey Czech Republic*. Prague : Asociace pro elektronickou komerci, 2018.

The research focusing on offline customers’ research and online shopping shows that 47% of respondents mentioned that in case of missing or insufficient information, they tend to search for expensive products online and only after that they purchase it in the store. Online purchasing includes purchasing grocery. The quality, taste, and/or need

to touch the product are important attributes of these products. The use of the internet to buy various goods has been very popular among consumers already at the beginning of this century and is becoming ever more widespread. Retailers naturally respond to this and are now trying to offer almost their entire product range online, allowing customers to order the goods and have them delivered right to their doorstep.¹⁴ Therefore, shopping for food online has not been a common phenomenon in the Czech Republic. In comparison with 7% in 2014, only 13% of customers bought food online in 2018. 96% of respondents who purchased online were satisfied. Shopping for food online was more popular with women than with men; a typical customers who buy food online are younger people (aged 25-34) with higher education, living in big cities, and with higher salaries. The main motivating factors for buying food online are to save and manage one's time, delivery of heavy products, higher customer comfort; in addition to this, health handicap or maternity leave can play an important role too. On the other hand, a considerable number of customers prefer not to buy food online because there is no possibility to touch the products and select them personally. Further, one-third of respondents are not willing to change their shopping habits. Among e-shop attributes crucial for grocery online purchasing are early delivery and on-time delivery, low prices, wide product range and previous good experience; on the other hand, customer focus or recommendations from friends do not represent significant factors in the selection of grocery e-shops. Finally, e-shop attributes for online shopping are slightly different for men and women. Women prefer a wide range of goods than men while men prefer lower prices. Women (rather than men) prefer a good previous experience, the possibility to choose delivery time and offer of special products.

Conclusion

The paper examined available literature dealing with the theoretical model for online and offline consumer habits and the development of the theories. The purpose of this research is twofold. Firstly, it examines theoretical models of consumer behavior and the development of

14 HES, A., EICHLER, M.: Digitalization as an innovative approach to the sales of food. In PETRANOVÁ, D., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity 2017: Online Rules – part II*. Trnava : FMK UCM in Trnava, 2017, p. 51-59.; *What is inbound marketing?* [online]. [2019-05-14]. Available at: <<https://www.hubspot.com/inbound-marketing>>.

the theory. Secondly, the paper analyzes the main aspects of shopping behavior in the Czech Republic in comparison with other EU countries. The presented data show the development of shopping trends during the period between 2014 – 2018 and describe general trends in online shopping. The increase of online shopping is influenced not only by the products themselves (their description, communication in the e-shop, etc), as well as used devices (smartphones, tablets), and the development of technologies (Internet access, free WiFi), but also connects the online and offline consumer behavior and delivers a new and creative way to purchase goods and services. The described models of consumer behavior have to be developed and specified in connection with the development of new technologies.

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Contact data:

Ing. Petra Jílková, Ph.D.
Czech Technical University in Prague
Masaryk Institute of Advanced Studies (MIAS)
Kolejní 2637/2a
160 00 Prague 6
CZECH REPUBLIC
petra.jilkova@cvut.cz

Ing. Petra Králová, Ph.D.
Czech Technical University in Prague
Masaryk Institute of Advanced Studies (MIAS)
Kolejní 2637/2a
160 00 Prague 6
CZECH REPUBLIC
petra.kralova@cvut.cz

TRENDS AND PROPOSALS FOR MARKETING COMMUNICATION TOOLS IN CUSTOMER SERVICE

Veronika Johanesová – Rudolf Husovič – Jaromíra Vaňová

Abstract

In this paper we compare new trends of marketing communication with customers. With the advent of artificial intelligence and more sophisticated algorithms, the marketing communication has changed. Online marketing has got even more powerful tools; however, we still have to solve the trivial issues such as answering the questions which marketing tool is more suitable for our aim of field. In this paper, we focus on comparison of theoretical basis of smart speaker technology and chatbot technology in terms of marketing communication. Our aim is to increase percentage of answering the customer queries in customer service as a part of marketing communication conforming to new trends in technology. In first chapter we deliver brief introduction to the issue followed by second chapter designed for illumination of theoretical basis enriched with case studies and proposals for each sub-chapter. In third chapter we contribute our brief proposals for new way of marketing communication in terms of customer service.

Key words:

Customer Service. Chatbot. Marketing Communication. New Trends. Smart Speaker.

1 Introduction

Imagine a world without the Internet, smartphones and tablets. For a lot of people is this thought unthinkable these days. Every day, millions of people use Facebook, Instagram and other social media channels, surf the web and browse through websites, and thereby offer enormous marketing communication potential for companies. Digital marketing has become the go-to platform for many professional services firms. Compared to traditional marketing, online efforts are easy to measure and, interestingly enough, often less expensive. But in our digital world it is often easy to forget one of the most basic human desires: connection. Of course, people do make “connections” online every day, but there is nothing like the power of a real, face-to-face human connection. That is true whether you sell a consumer product that people can touch and feel, or a B2B digital service.

2 Trends in Marketing Communication and Definitions

According to Cambridge dictionary¹, all the methods a company uses to communicate with its customers and possible customers is called marketing communication. Therefore, all the online and offline methods are equally important for achieving our annual goals, in form of stabilised sales results, public recognition of the brand, increasing the influence of the product or service on the market, or even more familiar and exact measurement as are impressions, or “call to actions”. As marketers, we should understand offline tools same as an online influence, and what is more, we should take the advantage of their combination, to gain more of the synergic effect. Referring to Harr (2018), when we implement the right tools, offline and online marketing techniques can support and amplify one another; therefore, we create a unified strategy². As is stated on Figure 1, we can spot common offline and online marketing techniques. However, we deliver new ways of innovative marketing communication in next sub-chapters.

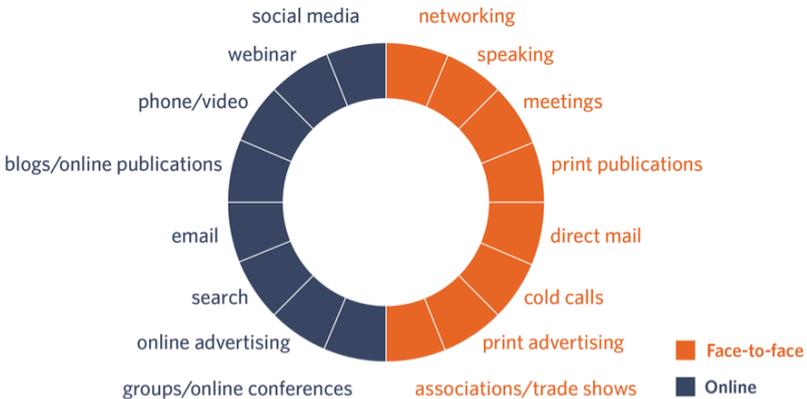


Figure 1: Common Offline and Online Marketing Techniques

Source: HARR, E.: *5 Offline Marketing Strategies That Support Your Online Brand*. [online]. [2019-09-30]. Available at: <<https://hingemarketing.com/blog/story/7-offline-marketing-strategies-that-support-your-online-brand>>.

1 *Marketing communications*. [online]. [2019-09-23]. Available at: <<https://dictionary.cambridge.org/dictionary/english/marketing-communications>>.

2 HARR, E.: *5 Offline Marketing Strategies That Support Your Online Brand*. [online]. [2019-09-30]. Available at: <<https://hingemarketing.com/blog/story/7-offline-marketing-strategies-that-support-your-online-brand>>.

2.1 Smart Speakers in Marketing Communication

Conforming to Mimaroglu, major development in recent years has been the proliferation of smart speakers. In 2018, around 56 million smart speakers were sold to consumers (see the Figure 4). Number of households asking “smart speaker questions“ are increasing and smart speaker marketing and advertising opportunities have been adopted in recent years. In keeping with Mimaroglu (2019), in 2017, Google Home users noticed that a universal advertisement for Disney’s *Beauty and The Beast* began playing shortly after scheduled morning announcements, called flash briefings. These types of advertisements were rare and infrequent at the time, but are now growing in popularity.³ Nowadays, we are seeing better, less invasive, examples of branded advertising on smart speakers. According to author, one of the most customer-friendly ways to advertise on smart speakers is to make what is called a “branded skill”. For example, if we tell smart speaker “Ask Patrón for a cocktail recipe,” smart speaker will respond with a diverse selection of possibilities, courtesy of the premium tequila maker. Referring to Digiday (2018), company which sells Patrón drinks gets more than 6,000 queries a month thanks to smart speaker way of marketing communication.⁴ Conforming to McNair (2019), smart speakers are in a relatively early cycle of adoption in most markets around the world. Figure 1 shows us how smart speaker operates with data in its simplified operation model.

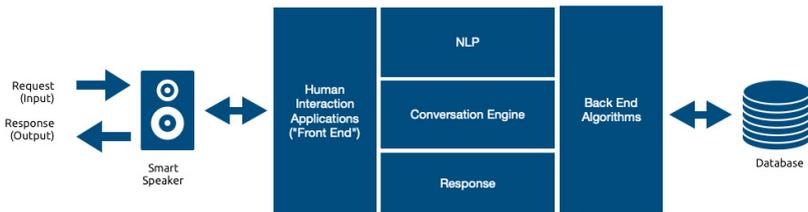


Figure 2: Operation model in smart speaker technology

Source: Own processing

3 MIMAROGLU, A.: *Major Marketing Trends for 2020 and Beyond*. [online]. [2019-09-27]. Available at: <<https://www.entrepreneur.com/article/333697>>.

4 Ibidem.

Many are still adjusting to the notion of having a speaker in their house that is always listening and ready to respond when called upon. However, low competitive pricing on the devices is encouraging fast uptake in key markets.⁵ According to Kinsinella (2019), consumers reaffirmed their actual use of smart speakers (ever tried; monthly user; daily basis;) for answering questions (84.00%; 66.00%; 36.60%), listening to music (83.00%; 69.90%; 38.20%), and asking about the weather (80.10%; 61.40%; 35.60%).⁶ This are the top three reported use cases among United States market. This survey is the second annual instalment tracking United States consumer trends and use cases for smart speakers today. The qualitative representation of results are spotlighted on following Figure 2. Speakers owners reported usage were in terms of “every tried” as well as on a monthly and daily basis. It may not be surprising that these use cases were each tried by over 80% of smart speaker owners, but two-thirds are asking questions and calling up a streaming music service monthly while nearly 40% are doing so daily.⁷ This is a robust usage profile for these devices.

5 McNAIR, C.: *Global Smart Speaker Users 2019 – EMarketer Trends, Forecasts & Statistics*. Released on 2nd January 2019. [online]. [2019-09-29]. Available at: <<https://www.emarketer.com/content/global-smart-speaker-users-2019>>.

6 KINSELLA, B.: *Smart Speaker Owners Agree That Questions, Music, and Weather Are the Best Apps*. [online]. [2019-09-29]. Available at: <<https://voicebot.ai/2019/03/12/smart-speaker-owners-agree-that-questions-music-and-weather-are-killer-apps-what-comes-next/>>.

7 Ibidem.

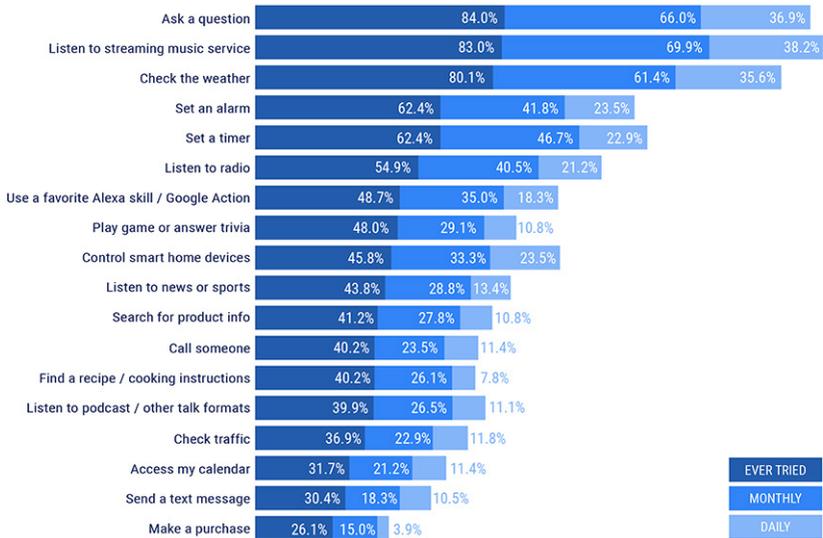


Figure 3: Smart speaker use case frequency - January 2019

Source: KINSELLA, B.: *Smart Speaker Owners Agree That Questions, Music, and Weather Are the Best Apps*. [online]. [2019-09-29]. Available at: <<https://voicebot.ai/2019/03/12/smart-speaker-owners-agree-that-questions-music-and-weather-are-killer-apps-what-comes-next/>>.

Price of the product is making them a huge potential marketing tool in the upcoming year. In keeping with Forbes Agency Council (2019), as the relationship between big tech and the consumer grows deeper, marketers can more effectively reach their target audiences with personalized messaging and content⁸. According to Gilliland (2019), as we can see on Figure 2, global smart speaker usage is forecast to grow 82.4% in 2019, rising from 114 million units in 2018 to 207.9 million this year⁹.

8 *11 Trends That Will Shape Marketing*. 2019. [online]. [2019-09-29]. Available at: <<https://www.forbes.com/sites/forbesagencycouncil/2019/01/15/11-trends-that-will-shape-marketing-in-2019/#43d30fde36a6>>.

9 GILLILAND, N.: *Are Smart Speakers Making Audio Advertising More Enticing? – Econsultancy*. [online]. [2019-09-29]. Available at: <<https://econsultancy.com/are-smart-speakers-making-audio-advertising-more-enticing/>>.

China	<ul style="list-style-type: none"> •10.00% of internet users, •85.5 mil.
United States	<ul style="list-style-type: none"> •26.00% of internet users, •74.2 mil.
United Kingdom	<ul style="list-style-type: none"> •22.40% of internet users, •12.6 mil.
Germany	<ul style="list-style-type: none"> •17.20% of internet users, •11.7 mil.
France	<ul style="list-style-type: none"> •14.00% of internet users, •7.6 mil.
Canada	<ul style="list-style-type: none"> •18.20% of internet users, •5.8 mil.

Figure 4: Smart speaker’s active users for 2019

Source: McNAIR, C.: *Global Smart Speaker Users 2019 – EMarketer Trends, Forecasts & Statistics*. Released on 2nd January 2019. [online]. [2019-09-29]. Available at: <<https://www.emarketer.com/content/global-smart-speaker-users-2019>>.

2.2 Proposal for Adopting Smart Speakers Technology in Marketing Communication

According to Olson (2016), marketers should adopt ability to write content in a natural, conversational language, suitable for smart speakers that answers the questions which consumers are asking. In keeping with Olson (2016), content in the era of smart speakers search is not about keywords but semantic search and building the context related to answering a question¹⁰. We would like to highlight that making actual purchase of product is not really the best option. As we can see on the Figure 2, purchase is located as the lowest percentage answer. Therefore, we propose the “ask a question“ which could work as an alternative to eg. product placement option of offline marketing or more efficient as a customer service alternative. However, Olson (2016) recommend building out view of user intent based on the types of question-based queries. Thus, it is essential to understand the intent behind a query and

10 OLSON, Ch.: *The Future of Search Is Voice and Personal Digital Assistants*. Released on 25th April 2016. [online]. [2019-09-28]. Available at: <<https://www.campaignlive.co.uk/article/just-say-it-future-search-voice-personal-digital-assistants/1392459>>; *Marketing communications*. [online]. [2019-09-23]. Available at: <<https://dictionary.cambridge.org/dictionary/english/marketing-communications>>.

how both we and the search engine can deliver more accurate results based on the anticipated context. Therefore, we should develop content as well as expand our paid search keyword lists to include longer tail keyword phrases to reach users at each stage of intent based on the types of questions they are asking.¹¹ Conforming to author, we should make sure that structured data is integrated into the backend of our website (as schema mark-up). Structured data within our website becomes more important because it is one of the signals used to power the search results and the direct answers. Using structured data and schema mark-up can help the search engines understand and crawl your data more efficiently and become part of the available knowledge graphs.

2.3 Chatbots as a Tool for Customer Communication

Referring to Garcia (2019), marketing automation is a rapidly growing industry and increasing market capitalization to \$5.5 billion by 2019. As Garcia (2019), is reporting more than half of companies use some form of marketing automation already. As the industry grows in the next years, we can expect to see some particular trends in how marketing automation utilizes artificial intelligence (AI) to better target customers. According to Cambridge Dictionary (2019), AI is the study of how to produce machines that have some of the qualities that the human mind has, such as the ability to understand language, recognize pictures, solve problems, and learn. In keeping with Garcia (2019), AI is already widely used in marketing automation to increasing efficiency. One of the vital tools in increasing efficiency while decreasing overhead costs are chatbots. As is stated in Oxford dictionary (2019), chatbot is a computer program designed to simulate conversation with human users, especially over the Internet. Garcia (2019), reports that chatbot can use personalized information for each customer it speaks to, allowing it to provide real-time, valuable assistance or service in a targeted and friendly manner. AI allows this increase in efficiency while enhancing user experience through personalization and timeliness. The majority of consumers are now familiar and comfortable interacting with chatbots.¹²

11 OLSON, Ch.: *The Future of Search Is Voice and Personal Digital Assistants*. Released on 25th April 2016. [online]. [2019-09-28]. Available at: <<https://www.campaignlive.co.uk/article/just-say-it-future-search-voice-personal-digital-assistants/1392459>>.

12 GARCIA, A.: *How AI Is Driving Marketing Automation*. [online]. [2019-09-29]. Available at: <<https://www.entrepreneur.com/article/326228>>.

Referring to Zumstein and Hundertmark (2018), chatbots have quite similar technologies and architectures. Figure x shows the technical process of a chatbot, when a mobile user makes a request until the appropriate answer is sent by the chatbot.¹³

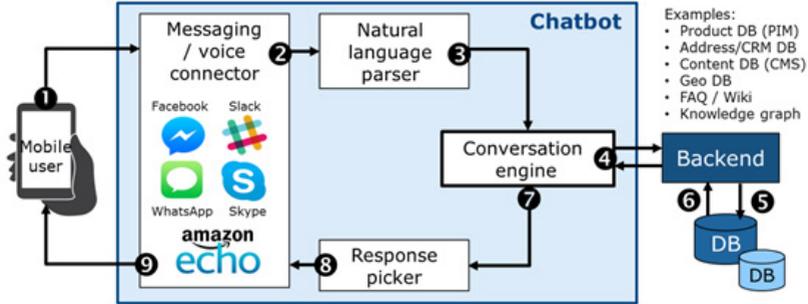


Figure 5: Operation model in chatbot technology

Source: ZUMSTEIN, D., HUNDERTMARK, S.: Chatbots: An Interactive Technology for Personalized Communication and Transaction. In *IADIS International Journal*, 2018, Vol. 15, No. 1, p. 97-108.

Conforming to Newlands (2017), chatbots are now extremely sophisticated and versatile tools that can help us automate a number of our business processes. Chatbots in our marketing initiatives help push our customers seamlessly through our sales funnel.¹⁴

2.4 Proposal for Adopting Chatbot Technology in Customer Communication

Chatbots integrate with social media, gathering data about every single person with whom they interact. So, having an interaction with someone who knows you by name can completely alter the nature of a conversation. This kind of communication can be achieved by Facebook for Business API. Unlike other forms of marketing, chatbots keep your customers entertained for longer. Referring to Newlands (2017), while the thought of creating an “AI-powered” chatbot may seem daunting,

13 ZUMSTEIN, D., HUNDERTMARK, S.: Chatbots: An Interactive Technology for Personalized Communication and Transaction. In *IADIS International Journal*, 2018, Vol. 15, No. 1, p. 97-108.

14 NEWLANDS, M.: *10 Ways AI and Chatbots Reduce Business Risks*. [online]. [2019-09-30]. Available at: <<https://www.entrepreneur.com/article/305073>>.

chatbot-building platforms actually make the task easier. With such platform, we can create a chatbot in a matter of minutes without spending a fortune on developing it, and without any programming knowledge. We should focus on variability of the function as are¹⁵:

- create user incentivisation by pushing personalized deals and offers, on demand,
- recognize variations of your trigger phrases and words,
- integrate with your preferred messaging applications,
- take payment directly from your social media pages through major payment systems.

According to authors in Hubspot.com (2019), chatbot is the double-edged sword of messaging. Bots provide a scalable way to interact “one-on-one” with customers. However, they fail when they do not deliver an experience as efficient and delightful as the complex, multi-layered conversations people are accustomed to having with other humans on messaging apps.¹⁶ Referring to Elliott (2018) the CGS company released a survey and this the CGS study, part of its annual Global Consumer Customer Service Report, examined consumer preferences for customer service engagements, specifically chatbot usage. It found that despite today’s technology-dependent environment, many consumers still prefer human agents to chatbots for their customer service engagements. Only about half of all respondents said that they would turn to a chatbot for a quick customer service need. Another 25 percent say they would reach out to a company via email or social media.¹⁷ We already see this problem as a major issue. However, with advanced technology and Natural Language Processing (NLP) progress, this technology will improve. In keeping with Hubspot.com (2019), chatbots too often lacks a clear purpose or does not understand conversational context or forget what we have said two bubbles later.¹⁸ To make it worse, they do not make it clear that they are

15 NEWLANDS, M.: *10 Ways AI and Chatbots Reduce Business Risks*. [online]. [2019-09-30]. Available at: <<https://www.entrepreneur.com/article/305073>>.

16 *Why Chatbots Are the Future of Marketing*. [online]. [2019-09-30]. Available at: <<https://www.hubspot.com/stories/chatbot-marketing-future>>.

17 ELLIOTT, Ch.: *Chatbots Are Best for Customer Service*. [online]. [2019-09-29]. Available at: <<https://www.forbes.com/sites/christopherelliott/2018/08/27/chatbots-are-killing-customer-service-heres-why/#742ef42713c5>>.

18 *Why Chatbots Are the Future of Marketing*. [online]. [2019-09-30]. Available at: <<https://www.hubspot.com/stories/chatbot-marketing-future>>.

a chatbot in the first place, leaving no option to escalate the matter to a human representative. This time, our terrible marketing hits much closer to home. When you spammed someone's email, at least there was technology to filter out the noise. But since chatbots function inside messaging apps, we are invading and polluting a historically personal space. They will unsubscribe from your bot without thinking twice.

3 Proposals for Improvement of Marketing Communication in Customer Service

In reference to Elliott (2018): *"Only about half of all respondents said that they would turn to a chatbot for a quick customer service need"*. We propose change of paradigm for using chatbots and smart speakers for marketing communication. As we know from the theoretical and practical basis, the chatbots are designed to help customers to simply answer requests, however as Elliot (2018) refers nearly half of customers (approx. 50% of customers) are not comfortable to text with chatbot. Thus, the smart speakers are designed to interact as "question answering" technology. Therefore, our exact proposal is to accommodate the smart speaker technology as a substitute for chatbots as solution to the approx.50% of customers which refuse to interact with chatbots. In comparison to Kinsinella (2019), who reports that nearly 84.00% of customers are comfortable to query the question as solution to get answers, we could achieve significant (+34.00%), nearly one-third, increase of querying answers for specific issues, from "ever tried" users or +16.00% of "monthly basis" users. Based on this information, we are proposing to set up voice smart assistant as an alternative solution for chatbots as service for customer, or more precise form of marketing communication. Via this proposal we can achieve more answered queries than chatbot technology, with already existing and accessible technology on the market with ability to increase customer satisfaction with customer service.

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Contact data:

Ing. Veronika Johanesová

Slovak University of Technology in Bratislava

Faculty of Materials Science and Technology in Trnava

Jána Bottu 2781/25

917 24 Trnava

SLOVAK REPUBLIC

veronika.zaludova@stuba.sk

Ing. Rudolf Husovič

Slovak University of Technology in Bratislava

Faculty of Materials Science and Technology in Trnava

Jána Bottu 2781/25

917 24 Trnava

SLOVAK REPUBLIC

rudolf.husovic@stuba.sk

assoc. prof. Ing Jarmila Vaňová, PhD.

Slovak University of Technology in Bratislava

Faculty of Materials Science and Technology in Trnava

Jána Bottu 2781/25

917 24 Trnava

SLOVAK REPUBLIC

jaromira.vanova@stuba.sk

ENVIRONMENTAL MARKETING COMMUNICATION OF RETAIL BUSINESSES IN THE ONLINE AND OFFLINE ENVIRONMENT AS PERCEIVED BY SPECIFIC GENERATION SEGMENTS

Alena Kusá – Marianna Urmínová

Abstract

Social responsibility in the environmental field plays a key role in the modern market of retail businesses. Proper environmental marketing communication can influence consumer behaviour and help to enhance environmental awareness of customers. The selection of marketing communication tools mostly depends on the target group of consumers. Consumers of retail businesses include students, the young, older age groups, families or mothers with kids as well as the elderly. In general, we may assume that consumers can be found across all age groups – generations X, Y or Z. Despite living in the age of the Internet and online tools, retail businesses are still using offline marketing communication, mainly thanks to presence or involvement of consumers from Generations X and Y. The paper deals with the field of environmental consumer behaviour and new trends in consumer behaviour while describing the green attitude of each generation and their impact on ecological consumer behaviour. Based upon the results of the research, we will define the interest of consumers in the environment, corporate social responsibility and environmental activities of retail businesses and what is more, we will find out which marketing tool is the most influential one from the point of view of consumers' environmental behaviour.

Key words:

Consumer. Environmental Consumer Behaviour. Green Marketing. Online and Offline Communication Tools. Retail.

1 Introduction

The retail marketing can be referred to as the type of the market which “removes smaller parts from larger parts of products.” Selling consists of transfer of goods to end users for their personal and non-commercial use.¹ The retail industry has undergone major transformation and fast evolution in the 21st century. If retailers want to remain in the market, they will have to adapt to modifications in the demographic areas and

1 *An Overview of Retailing*. [online]. [2019-08-01]. Available at: <http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf>.

changes to consumers' attitude or preferences.² Nowadays, it is obvious that more and more consumers let themselves be influenced by their emotions when doing shopping instead of their wallet. Constantly changing preferences and attitudes of consumers have had an impact on how retailers present and place themselves. This modern trend has showed us that brands needed to adapt their inner culture to their external identity and change their societies according to so-called "cultural codices".³ One of the latest trends in retail has been the application of green marketing and transformation of these businesses to corporate responsibility.

1.1 Why Are Businesses Using Green Marketing?

Businesses or corporations often decide to make their systems, policies or products more ecologic due to economic or non-economic pressure from their consumers, business partners, regulatory bodies, civil activists and any other parties. Other reasons may include:

- *ecologic policies/products generate profits*: the green policy reduces costs;
- *corporate social responsibility*: social responsibility is often perceived as a strategic step how to create a positive image;⁴
- *changes to consumers' attitude*: due to growing environmental concern, consumers are becoming more motivated in relation to those businesses promoting the green policy or ecological products;
- *pressure from the government*: in most developed countries, the government has a right to protect consumers and the environment against risky goods or side-effect products and through the legislation process, to guarantee that each consumer has a right to assess the environmental contents of the goods;
- *pressure from competitors*: to remain in the market, businesses need to be cautious against their competitors and try to set proper and effective marketing for their products – some businesses promote green marketing as a strategy to create a positive image instead of being engaged politically;

2 5 Trends That Will Redefine Retail in 2019. [online]. [2019-10-20]. Available at: <<https://www.forbes.com/sites/jiawertz/2018/11/28/5-trends-that-will-redefine-retail-in-2019/#6df071066526>>.

3 Ibidem.

4 GHOSHAL, M: Green marketing – a changing concept in changing time. In *Management Edge*, 2011, Vol. 4, No. 1, p. 86. [online]. [2019-10-20]. Available at: <https://www.researchgate.net/publication/316965265_Green_Marketing>.

- *problems with costs or profits*: businesses can use ecological marketing to gain control over costs linked to waste disposal and therefore businesses are able to reduce their costs by not using noxious substances.⁵

Based upon the aforementioned, we may see that businesses tend to use two perspectives:

- a) businesses use ecological marketing as a marketing tool,
- b) they operate in this field without properly promoting this idea.

1.2 Trends in Consumer Behaviours

The international company *TNS Worldpanel* has defined the consumer profile according to the model “**5E**”, i.e. **egoistic, ethnic, ethic, ecological and e-consumer**.⁶ Generally speaking, a modern consumer pays attention and focuses on global products in local markets, is aware of ethic problems in the worlds linked to product sale and production, and in course of the shopping process, s/he is interested in eco-friendly products or natural and traditional products and is directly influenced by information-communication technologies.⁷ The global company *Euromonitor International*, a specialist in market research, has defined a 2019 consumer as follows:

- The modern world has completely changed the definition of age limits and ageing as such. People live longer lives, look after their health, looks or well-being. “*Baby boomers*” or the generation born between 1946 and 1964 consider their age unimportant. They ask for products and services which may help them remain young as long as possible in both their mind and their body.
- Consumers refuse mass and generic production – instead they prefer products which are local, high-quality, ecological, luxurious or authentic as they can help them express their own individuality.
- Cognitive consumers concentrate on the negative impact of mass consumption on the whole world. In addition, customers are often asked to act for the benefit of environmental activities.

5 GHOSHAL, M: Green marketing – a changing concept in changing time. In *Management Edge*, 2011, Vol. 4, No. 1, p. 86. [online]. [2019-10-20]. Available at: <https://www.researchgate.net/publication/316965265_Green_Marketing>.

6 MATÚŠ, J., ČÁBYOVÁ, L.: *Nové trendy v marketingovej komunikácii*. Trnava : FMK UCM in Trnava, 2010. p. 110.

7 Ibidem, p. 111.

1.3 A Green Consumer

*“The change in consumer behaviour is a crucial element of change in the marketing system.”*⁸ In the past, the research into consumer behaviour used to focus on the position of a customer as a buyer. It mainly asked: “Why and how does a customer buy a specific product?”⁹ Nowadays, the research focuses mainly on the analysis of consumption and records knowledge of consumer behaviour from the larger and more complex concept. Each consumer is a unique personality. He grew up and lives in the specific environment, has his own consumer habits and specific expectations from the product offer. His requirements are not stable, they evolve in each single circumstance.¹⁰ Green consumer behaviour generates hundreds of interesting questions: How is a green consumer motivated to buy green products? What are values, desires, motives and needs of green consumer behaviour? What emotions and feelings are connected with green purchasing behaviour?¹¹ In theory, green consumers have mostly been defined as young people with university education or women from high-income groups.¹² In his paper, J. A. Ottman confirms that green consumers are often very often influenced by recommendations from their relatives, family and friends or reliable third parties (NGOs, eco-brands).¹³ Various types of research, however, have defined contradictory opinions of green consumers. The latest research has focused on psychographic features e.g. consumers’ lifestyle and their relationship to environmental brands.¹⁴ When defining modern consumer behaviour, we prefer these aspects to demographic features.

8 GBUROVÁ, J. et al.: Faktory ovplyvňujúce spotrebiteľské správanie. In *Journal of Global Science*, 2017, Vol. 2, No. 4, p. 2-5. [online]. Available at: <http://jogsc.com/pdf/2017/4/factory_ovplyvnuje_spotrebitelске.pdf>.

9 KUSÁ, A. et al.: *Úloha marketingovej komunikácie v oblasti procesu tvorby hodnoty zákazníka v maloobchode*. Trnava : FMK UCM in Trnava, 2017. p. 37.

10 ZAMAZALOVÁ, M.: *Marketing obchodní firmy*. Prague : Grada Publishing, a.s., 2009, p. 66.

11 WAGNER, S.: *Understanding green consumer behaviour*. London : The Taylor & Francis e-Library, 2005, p. 2.

12 Ibidem, p. 1.

13 OTTMAN, J. A.: *The new rules of green marketing: strategies, tools and inspiration for sustainable branding*. San Francisco, CA : Berrnett – Koehler Pub., 2011, p. 19.

14 REX, E., BAUMANN, H.: Beyond ecolabels: what green marketing can learn from conventional marketing. In *Journal of Cleaner Production*, 2007, Vol. 15, No. 6, p. 568-575.

1.4 „Green“ in Each Generation

“Baby boomers” have been seen as the first modern green generation. Thousands and thousands of households have led ecological movements through their values and attitudes, e.g. the amendment of the first American Environmental Act, Act on clean water and air, the first Earth Day in 1970, etc. At present, more than a half of Baby Boomers are regarded as socially aware buyers. Generation X emerged after establishment of CNN – the channel which has presented global environmental issues directly to consumers. Two famous Hollywood stars Leonardo di Caprio and Cameron Diaz have been trying to spread environmental awareness through the screen and TVs. The Live Aid concert from 1985 was one of the strongest moments of those times – through the famine in Ethiopia, celebrities managed to open eyes to many people in developed countries. Generation Y is a new leader of the modern ecological movement. This technologically literate generation has grown among computers and the Internet. They express strong disapproval of the government and authorities and are able to react aggressively to marketing practices which they find unauthentic and untrue. Generation Z, the youngest one, refer to people below 24 for whom the green has become a common part of their lives.¹⁵

1.5 Online vs. Offline Retail Shopping

Online shopping enables consumers to buy products anywhere and anytime regardless of their localisation. E-shopping enables us to search for products, compare prices and goods from various retailers or check ratings and reviews from other buyers, which may influence our purchasing behaviour. There are several advantages for retailers as well as there are no costs connected with maintenance, overheads or wages. There are several advantages for offline retailing, though. When buying a product offline, consumers are able to see it, check it, try it on or test it. Offline shopping generates immediate satisfaction. The most visible benefit of brick and mortar shops is a visual contact with people. Consumers get answers to their questions in a real time. The newest retailing trend of offline shopping is “to leave a consumer with a purchasing experience” (a showroom, redesign of shops, 3D

15 OTTMAN, J. A.: *The new rules of green marketing: strategies, tools and inspiration for sustainable branding*. San Francisco, CA : Berrnett – Koehler Pub., 2011, p. 252.

visualisation, etc.). Even though the retail environment keeps evolving, we do not speak about the online vs the offline, rather about how these two different worlds are able to cooperate in order to satisfy a consumer. The ideal mix of online and offline will differ in each consumer depending on the product and target audience.¹⁶

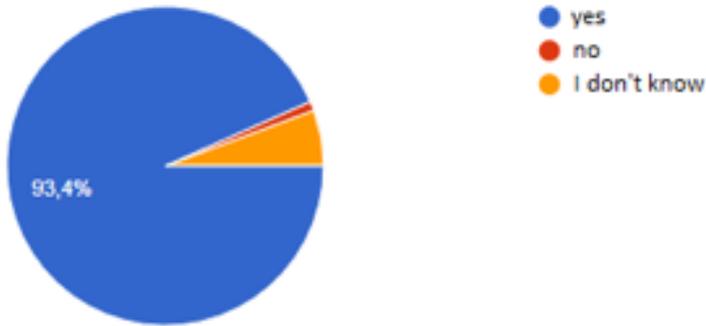
2 Outcomes of the Research

The research was mainly carried out through the online questionnaire and focused on the preference rate of environmental behaviour of consumers in the retail sector and the effectivity of the use of communication tools in the environmental policies of retailers. As there were mostly the elderly having taken part in the research, they were provided with the printed version of the questionnaire which was 100% identical with the online form. The sample of 312 respondents was randomly selected with the following proportion: 65.6% of women (205) and 34.4% of men (107). In case of the online research, the majority of respondents were made of students and the young working population having tendency to use services of the online environment, i.e. 59.9% (aged 18 to 26 years). These are mostly the young at the turn of generations Y and Z. It is obvious that environmental problems and their significance, environmental awareness and elimination of negative environmental impacts of the society are a crucial part of their life and thinking. Can this be true? If it can, to what extent? Please find below the answer to this and many other questions.

2.1 Environmental Concern of Respondents

According to the research, it is obvious that people are really interested in and care for the environment. Up to 93.4% of the respondents said they really cared for the environment and had a rather positive attitude to green policies. However, is this answer significant if we see that the interest of respondents does not reflect in their intentions and behaviour?

16 *Why Online vs Offline Is a Retail Myth*. [online]. [2019-10-20]. Available at: <<https://www.dtcdaily.com/2019/01/online-vs-offline-retail-myth/>>.



Graph 1: The rate of environmental concerns of respondents

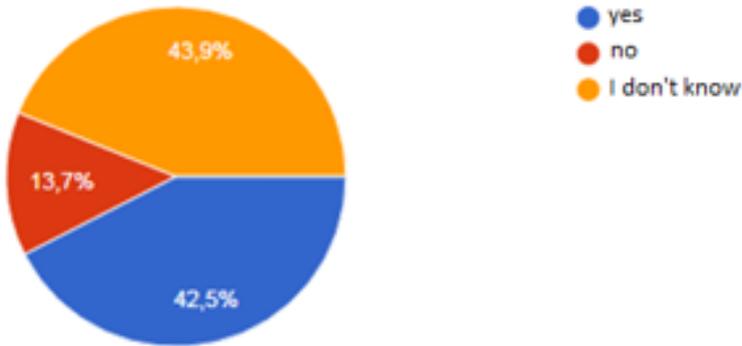
Source: Own processing, 2019.

2.2 Corporate Social Responsibility

The CSR concept assumes that businesses are a direct and inseparable part of the whole society which they influence with their activities.¹⁷ Credibility and good image of companies are a key factor for individual conduct of business entities as well as for the proper functioning of the economy.¹⁸ The interest in CSR has considerably grown in the last few years. Being profitable is not the only business goal. Businesses are constantly engaged for the benefit of various social and welfare activities. They are making efforts to improve their relations with customers, suppliers and what is more, they have finally understood the significance of environmental protection. However, how do consumers perceive the CSR policies in businesses and corporations? To what extent does the corporate social responsibility influence preferences and purchasing behaviour of individuals?

17 TRNKOVÁ, J.: *Co znamená společenská odpovědnost firem? Napříč společenskou odpovědností firem*. Kladno : AISIS, 2005, p. 30.

18 HLAVÁČEK, J., HLAVÁČEK, M.: *Corporate Social Responsibility (CSR): Proklamace nebo ekonomická nutnost?* 2008. [online]. [2019-10-19]. Available at: <<https://www.vse.cz>> polek > download>.



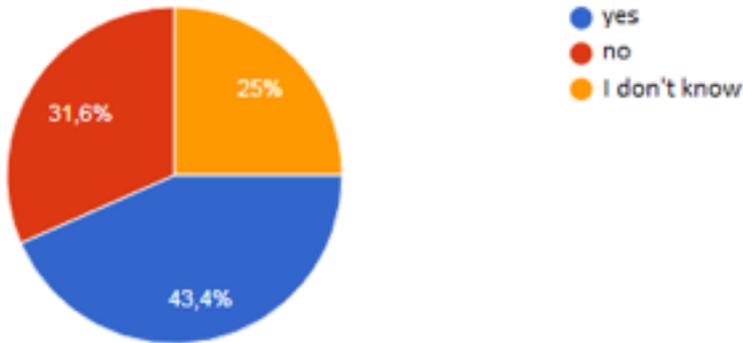
Graph 2: The rate of consumers' interest in corporate social responsibility of retailers

Source: Own processing, 2019.

The research has pointed to one important question: *Are you interested in corporate social responsibility of retail businesses?*, which was positively answered by more than a half of the respondents. Up to 43.9% of the respondents are not able to answer this question and 13.7% of them are not even interested in CSR, which means that CSR has no impact on their preferences and purchasing behaviour. Even though the respondents were mostly made of the young working population, we have to admit that the respondents are not interested in or even do not pay attention to the corporate social responsibility of retail businesses whatsoever. Another question has been raised: Are the young of nowadays able to define what the corporate social responsibility really is?

2.3 Consumers' Interest in Ecological Activities of Retail Businesses

Despite the fact that green behaviour of generations Y and Z is said to be a key part of each individual member of these generations, we are not able to agree completely with this statement. If an individual says he cares for the environment he lives in, he could be naturally interested in the corporate social responsibility of businesses where he does his shopping or promote all environmentally friendly activities of these retail businesses. The results of the research show that 31.6% of the respondents are not interested in ecological activities of these businesses whatsoever and 25% of them were not able to express themselves. Less than a half of the respondents were able to give a positive answer to this question.

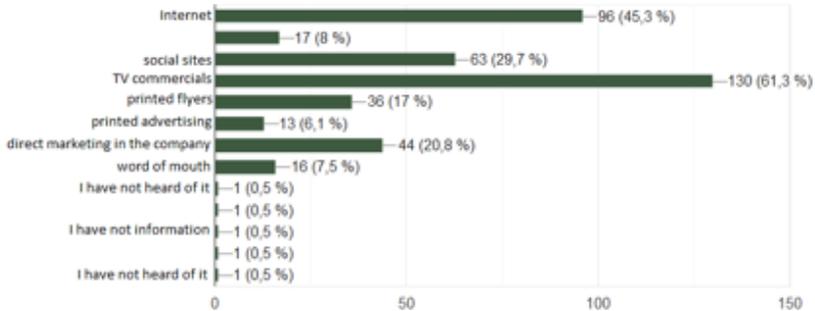


Graph 3: The rate of consumers' interest in environmental activities of retailers

Source: Own processing, 2019.

2.4 Effectivity of Online and Offline Means of Communication of Environmental Activities of Retail Businesses

When it comes to effectivity of online and offline means of communication of environmental activities of retail businesses, the research has clearly described one powerful offline communication tool – TV. Despite the fact that not only the young but everybody lives at the age of the Internet, social sites and other forms of online advertising, TV commercials still remain the most influential means from all traditional advertising media. Up to 61.3% of the respondents stated that they got information about company environmental activities through TV. The Internet, social sites, direct marketing or various flyers and printed advertisements came only the second. These results point out to one important fact: TV commercials are known for their mass targeting, selective approach, impact on various human senses and what is the most important in the field of green advertising – they are widely accepted by recipients. Retailers such as Lidl and Kaufland, the members of the Schwarz holding, are currently leading the largest environmental TV campaign ever.



Graph 4: Means of communication of environmental activities of businesses and their impact on respondents

Source: Own processing, 2019.

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Conclusion

The outcomes of the research have shown that the young and the working population fully understand the challenges the whole planet and the environment are having to face. Businesses, corporations and retailers apply the corporate social responsibility concept and all the corresponding environmental activities towards the whole society, humans, suppliers, partners and the place we live in. Our society is constantly changing. Even though the research has also helped to define the proper environmental attitude of an individual, it is still necessary

to transform our intentions and aspirations into real activities and behaviour. To be environmentally-friendly, it is important to select and approach environmentally friendly businesses, purchase eco-products or support environmental activities and projects of these corporations. To promote their “green” activities, businesses tend to use various elements and tools of green marketing. Although people go online several times a day, the research has also confirmed the strong position of offline communication tools (TV). In spite of the key role of the Internet, TV has still remained a part of our everyday life. Environmental advertising has also become a powerful tool of TV commercials. Admen are able to time the advertising. In addition, TV commercials are also known for their simultaneous mass impact on various human senses, thus becoming the most acceptable type of environmental promotion. Our population consists of all generation cohorts which have created “the green world” of nowadays. Retailers adapt their environmental marketing communication to all generations, which partially explains why they have not completely excluded distribution of printed flyers despite all their “green efforts” (plastic bag bans, elimination of plastic products from their product range, exploitation of renewable resources, etc.). They also understand that the elderly, for instance, do not use the Internet to such an extent as their 30-year-old peers.

Offline marketing communication of retails bears several advantages. Retail customers get answers to their questions in a real time in the point of sale. Qualified staff and employees can please or surprise customers during their shopping – something which cannot be done in the online world (tasting, gifts, samples, etc.). If the localisation is good, the company’s marketing can be more than effective even without the use of SEO tools. The website is not able to substitute a dynamic and interactive experience provided by retail business or any other brick and mortar store. Brick and mortar stores enable their consumers to touch goods and even test them, which effectively reduces the rate of dissatisfaction. Retail shops provide their suppliers with a unique opportunity how to build their brand and through their environmental marketing communication, they offer their consumers various forms of promotion of their environmental products, e.g. the department of eco-products, merchandising, tasting, eco-campaigns in the points of sale, competitions, projects, etc. Retailers are making serious efforts to provide a customer with a unique experience. They tend to offer something special their clients can be proud of or even deliberately promote on social sites (e.g. when buying an eco-product at a certain price, they will get a shopping

bag for fruits for free). Offline and online communication of retailers, their combination, proper setting and cooperation is and still will be an inseparable part of retail businesses.

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Contact data:

prof. Ing. Alena Kusá, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
alena.kusa@ucm.sk

Mgr. Marianna Urmínová
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
urminova.m@gmail.com

CONSUMER ETHNOCENTRISM IN THE CONTEXT OF GENDER AND EDUCATION - PRELIMINARY FINDINGS

Tatiana Lorincová – Ivana Ondrijová

Abstract

Consumer ethnocentrism represents the consumers' beliefs about the appropriateness, indeed morality, of purchasing foreign made products. Ethnocentric consumers consider purchasing foreign products to be a bad act in view of the impact on the domestic economy. The aim of the contribution is to compare consumer ethnocentrism in terms of gender and consumer education (secondary and university education). The research sample consisted of 160 respondents, namely 95 women and 65 men aged 18-65 ($m = 35,621$, $SD = 2,578$). For the research purposes, the Consumer Ethnocentric Tendencies Scale (CETSCALE)¹ was used to determine the level of consumer ethnocentrism. Research results were processed using statistical program IBM SPSS 20.00 Statistics. Using Two- way Analysis of Variances were not found statistically significant differences in the secondary and higher education of respondents. Statistically significant differences were not found between men and women in the level of consumer ethnocentrism.

Key words:

Consumer Ethnocentrism. Education. Gender. Managers.

Introduction

Consumer ethnocentrism represents the consumers' beliefs about the appropriateness, indeed morality, of purchasing foreignmade products. Ethnocentric consumers consider buying foreign products an inappropriate or bad act in view of the impact on the domestic economy. From the perspective of ethnocentric consumers, purchasing imported products is wrong because, in their minds, it hurts the domestic economy, causes loss of jobs, and is plainly unpatriotic; products from other countries (i.e., outgroups) are objects of contempt to highly ethnocentric consumers.

1 SHIMP, T. A., SHARMA, S.: Consumer Ethnocentrism: Construction and Validation of the CETSCALE. In *Journal of Marketing Research*, 1987, Vol. 24, No. 2, p. 281.

1 Consumer Ethnocentrism

Consumer ethnocentrism represents the consumers' beliefs about the appropriateness, indeed morality, of purchasing foreignmade products. Ethnocentric consumers consider buying foreign products an inappropriate or bad act in view of the impact on the domestic economy. From the perspective of ethnocentric consumers, purchasing imported products is wrong because, in their minds, it hurts the domestic economy, causes loss of jobs, and is plainly unpatriotic; products from other countries (i.e., outgroups) are objects of contempt to highly ethnocentric consumers. On the other hand, non-ethnocentric consumers appreciate foreign products, often because of their insignificant characteristics^{2 3}. As stated⁴, consumer ethnocentrism is based on the general concepts of ethnocentrism, based on the belief that our group is superior to another group. Ethnocentrism is a form of behavior that protects one's own group from other groups, contributes to identification with one's own group, and is an important mechanism of social integration. Researchers⁵ point out that ethnocentric consumer's exhibit a greater preference for domestic products in decision situations in which a domestic alternative is available. For the foreign importers of goods this means an expectation of stronger competition. Researchers⁶ have developed an instrument, termed the Consumer Ethnocentric Tendencies Scale (CETSCALE), to measure consumers' ethnocentric tendencies, which has been applied in

2 SHIMP, T. A., SHARMA, S.: Consumer Ethnocentrism: Construction and Validation of the CETSCALE. In *Journal of Marketing Research*, 1987, Vol. 24, No. 2, p. 281.

3 SCHIFFMAN, L. G., KANUK, L. L.: *Nákupní chování*. Brno : Computer Press, 2004, p. 258.

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5 WATSON, J., WRIGHT, K.: Consumer ethnocentrism and attitudes toward domestic and foreign products. In *European Journal of Marketing*, 2000, Vol. 34, No. 3, p. 1150.

6 SHIMP, T. A., SHARMA, S.: Consumer Ethnocentrism: Construction and Validation of the CETSCALE. In *Journal of Marketing Research*, 1987, Vol. 24, No. 2, p. 283.

many further studies^{7 8 9 10 11}. Authors¹² have analyzed consumer animosity and its relation to consumer ethnocentrism. By this analysis they describe a specific form of ethnocentrism as animosity, which is comprised of consumer attitudes toward a specific country. As researchers¹³ mention, consumer ethnocentricity leads to overestimation of domestic products and a moral obligation to buy and prefer domestic products.

Researchers¹⁴ define three factors that possibly influence the level of consumer ethnocentrism. The first group is social-psychological factors, where they explain cultural openness and patriotism. Demographic variables are second group of factors, where is included age, gender, education and income. The last group is made of moderating factors, which are: perceived product necessity and perceived economic threat. The research had shown that these two circumstances increase ethnocentric tendencies: when products are perceived as relatively unnecessary and import is perceived as a threat. Age and gender as the most important demographic variables in influencing the level of consumer ethnocentrism proved also researchers¹⁵ in their study

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 - 15 JAVALGI, R. G. et al.: An application of the consumer ethnocentrism model to French consumers. In *International Business Review*, 2005, Vol. 14, No. 3, p. 328.

focused on ethnocentrism of French consumers. They conclude that „consumer ethnocentrism is reinforced by strong cultural beliefs and may be difficult to reduce“. The study by researchers¹⁶ tested the CETSCALE model in a services setting. The model was extended by incorporating an extra variable (‘professional environment’) and by testing the influence of social desirability on the measurement of consumer ethnocentrism. Their results were that consumer’s ethnocentric tendencies towards services was negatively correlated with cultural openness, and positively correlated with patriotism, conservatism, collectivism and age. Authors¹⁷ explain that „consumers with higher educational levels have less ethnocentric tendencies towards services, and that people who work in the services sector themselves are more consumer ethnocentric with regard to services. The perceived necessity of a service moderates the relationship between consumer ethnocentric tendencies and attitudes towards foreign services or service providers. Finally, there is a significant positive relationship between social desirability and consumer ethnocentric tendencies“.

The research study by authors¹⁸ focused on the effects of consumer ethnocentrism on different types of product attributes in a situation where foreign alternatives are superior. There was observed only the positive effect of ethnocentrism on evaluations of the domestic brand, where foreign brands were considered as superior. As they indicate, „when foreign brands are clearly better than domestic alternatives, ethnocentric consumers seem to conform to the general opinion on foreign brands and rather express their ethnocentric feelings in terms of accentuating the positive aspects of domestic brands“. Researchers¹⁹ had analyzed Russian consumers to find out their attitudes to foreign products from the view of brand personalities perceptions. There were identified

16 De RUYTER, K., VAN BIRGELEN, M., WETZELS, M.: Consumer ethnocentrism in international services marketing. In *International Business Review*, 1998, Vol. 7, No. 1, p. 188.

17 De RUYTER, K., VAN BIRGELEN, M., WETZELS, M.: Consumer ethnocentrism in international services marketing. In *International Business Review*, 1998, Vol. 7, No. 1, p. 191.

18 SUPPELLEN, M., RITTENBURG, T. L.: Consumer ethnocentrism when foreign products are better. In *Psychology and Marketing*, 2001, Vol. 18, No. 4, p. 915.

19 SUPPELLEN, M., GRØNHAUG, K.: Building foreign brand personalities in Russia: the moderating effect of consumer ethnocentrism. In *International Journal of Advertising*, 2003, Vol. 22, No. 3, p. 218.

important differences between Western and Russian perceptions while brand personalities had an effect for low-ethnocentric consumers only. Research study²⁰ had also analyzed whether the construct of consumer ethnocentrism, as measured by the CETSCALE, extends to developing (transitional) economies where imports are likely to be preferred over domestic products. They confirmed that there is a difference. Russia and China represent contexts in which the quality of foreign products is viewed more positively than those produced domestically. Researcher²¹ had analyzed several lifestyle dimensions among Turkish consumers which have an influence on their ethnocentric buying tendencies. These dimensions were fashion consciousness, leadership, family concern, health consciousness, care freeness, community consciousness, cost consciousness and practicality. The study had shown that Turkish consumers who are very family concerned and community oriented are more ethnocentric than others. Research study²² conclude that consumer ethnocentrism, country of origin and product necessity influence product quality perceptions of Polish consumers. This effect is most prominent for products not necessary to daily life or to the economy. Our study is based on previous research in various countries and we apply the research to the Slovak environment.

2 Methodology

The main goal of the research study is to compare employees with secondary education and employees with university education in the level of Consumer ethnocentrism in the context of gender.

2.1 Research Sample

Research sample consisted of 160 participants aged from 18 to 65 years (average age was 35.621 with standard deviation of 2.578). The proportionality of genders was uneven- the sample contained 95 women

20 KLEIN, J. G., ETTENSON, R., KRISHNAN, B. C.: Extending the construct of consumer ethnocentrism: when foreign products are preferred. In *International Marketing Review*, 2006, Vol. 23, No. 2, p. 310.

21 KUCUKEMIROGLU, O.: Market segmentation by using consumer lifestyle dimensions and ethnocentrism. In *European Journal of Marketing*, 1999, Vol. 33, No. 3, p. 478.

22 HUDDLESTON, P., GOOD, L. K., STOEL, L.: Consumer ethnocentrism, product necessity and Polish consumers' perceptions of quality. In *International Journal of Retail & Distribution Management*, 2001, Vol. 29, No. 2, p. 238.

and 65 men. The research sample consisted of employees with secondary education (84 participants) and employees with university education (56 participants).

2.2 Research Method

The questionnaire Consumer Ethnocentric Tendencies Scale^{23 24} was used for research purposes. The original 17- item CETSCALE model was more oriented to American customer and focused on four areas related to the country's economy, unemployment, patriotism and product availability. The whole model is based on the assessment of respondents' responses to statements related to these areas. The individual entries are rated on the scale 1-7 (ranging from „strongly disagreement“ to „strongly agreement“). It is important to note that the CETSCALE model measures only the overall consumer ethnocentrism (Cronbach alpha= 0.868), the product type cannot be measured, but only the place of production.

2.3 Research Results

The objective of the research is to analyze and compare consumer ethnocentrism among employees of secondary education and university education in relation to gender. The research results were processed in statistical program IBM SPSS 20.00 Statistics and assess by Two-way Analysis of variances. Table 1 illustrates descriptive data dependent and independent variables. Levene's test of Equality of Error Variances was higher than 0.05 in all cases. The value of *F*-ratio is highly significant.

Table 1: Descriptive statistics of dependent and independent variables

Dependent variable	Independent variable	Independent variable	n	Mean	Standard deviation
Consumer ethnocentrism	Secondary Education	Women	52	2.639	0.621
		Men	45	2.646	0.614
	University education	Women	26	2.568	0.646
		Men	37	2.615	0.612

Source: Own processing

23 SHIMP, T. A., SHARMA, S.: Consumer Ethnocentrism: Construction and Validation of the CETSCALE. In *Journal of Marketing Research*, 1987, Vol. 24, No. 2, p. 288

24 SCHIFFMAN, L. G., KANUK, L. L.: *Nákupní chování*. Brno : Computer Press, 2004, p. 393.

Table 2 illustrates interaction effect of education and gender in the level of Consumer ethnocentrism. Test of between subject effects did not show statistically significant differences in the level of Consumer Ethnocentrism.

Table 2: Interaction effect of education and gender in the level of Consumer ethnocentrism- Test of between Subject Effects

Independent variable	Dependent variable	Mean square	F ratio	Sig.
Education	Consumer ethnocentrism	0.184	0.476	0.491
Gender	Consumer ethnocentrism	0.184	0.476	0.491
Education * Gender	Consumer ethnocentrism	0.000	0.000	0.984

Source: Own processing

Results presented in table 2 did not show statistically significant gender differences in the level of Consumer ethnocentrism ($p= 0.491$). Women expressed higher level of consumer ethnocentrism than men. Using Analysis of variances was not found statistically significant differences between employees with secondary education and employees with university education. Interaction effect between gender and education was not statistically significant. Women with secondary education expressed higher level of Consumer ethnocentrism than women with university education. On the other hand men with university education expressed lower level of consumer ethnocentrism than men with university education. The statistical significance of the results was not confirmed, because means of examined variables are very similar (table 1).

Discussion and Conclusion

Consumer ethnocentrism is defined as the belief among consumers that it is inappropriate, or even immoral, to purchase foreign products because to do so is damaging to the domestic economy, costs, domestic jobs, and is unpatriotic²⁵. On the other hand, consumers who are non ethnocentric

25 KLEIN, J. G., ETTENSON, R.: Consumer Animosity and Consumer Ethnocentrism. In *Journal of International Consumer Marketing*, 1999, Vol. 11, No. 1, p. 8.

do not exhibit such concerns and tend to assess products on their own merits. However, in extreme cases of non-ethnocentrism it may be that foreign products are being preferred simply because they are foreign²⁶. Research results did not showed statistically significant differences in the level of Consumer ethnocentrism. The previous research study²⁷ focused on the effects of consumer ethnocentrism on different types of product attributes in a situation where foreign alternatives are superior. There was observed only the positive effect of ethnocentrism on evaluations of the domestic brand, where foreign brands were considered as superior. As they indicate, „when foreign brands are clearly better than domestic alternatives, ethnocentric consumers seem to conform to the general opinion on foreign brands and rather express their ethnocentric feelings in terms of accentuating the positive aspects of domestic brands“. Researchers²⁸ emphasized importance of analyzing sub-cultural differences within culturally affiliated countries. Authors²⁹ utilized student samples to examine consumer ethnocentrism in different cultures and concluded that consumers of Chinese culture were more ethnocentric than those of Indian culture, and mainland.

Preliminary findings of research study were identified in the context of gender and education of employees. Previous research³⁰ found mixed effect of gender on made-in label. Researchers^{31 32} report that women have a more favorable evaluation of products coming from abroad than

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- 26 CARUANA, A.: The effects of dogmatism and social class variables on consumer ethnocentrism in Malta. In *Marketing Intelligence & Planning*, 1996, Vol. 14, No. 1, p. 41.
 - 27 SUPPHELLEN, M., RITTENBURG, T. L.: Consumer ethnocentrism when foreign products are better. In *Psychology and Marketing*, 2001, Vol. 18, No. 4, p. 912.
 - 28 LAROCHE M, PAPADOPOULOS N, HESLOP L, BERGERON J.: Effects of subcultural differences on country and product evaluations. In *Journal of Consumer Behaviour*, 2003, Vol. 2, No. 1, p. 238.
 - 29 PEREIRA A, HSU CC, KUNDU S.: A cross-cultural analysis of ethnocentrism in China, India, and Taiwan. In *Journal of International Consumer Marketing*, 2002, Vol. 15, No. 3, p. 79.
 - 30 SCHOOLER, R. D.: Bias phenomena attendant to the marketing of foreign goods in the US. In *Journal of International Business Studies*, 1971, Vol. 1, No. 2, p 73.
 - 31 Ibidem.
 - 32 DORNOFF, R. J., TANKERTSLEY, C. B., WHITE, G. P.: Consumers' perceptions of imports. In *Akron Business and Economic Review*, 1974, Vol. 5, No. 1, p. 27.

men while other studies find no effect³³. Researchers³⁴ found that in their Carolinas study the effect of age varies by social class and only older working class individuals manifest ethnocentric tendencies. Author³⁵ who carried out work in the USA, reports that patriotic intensity has a statistically significant relationship with age and sex. The consequences of consumer ethnocentricity include overestimation of domestic products or underestimation of imports, a moral obligation to buy domestic products, and preference for domestic products. For example, due to World War II hostilities, some older Americans may refuse to buy Japanese- or German-made products and some Japanese and Germans probably eschew American-made goods for the same reason. Even after eliminating extreme cases, ordinary consumers may still want to pay more to buy domestic products that are undifferentiated from imports³⁶. Limitation of the study is that consumer ethnocentrism was measured by self-report questionnaire. A second limitation of this study is that were taken two socio- demographic characteristics into account and also research study used an occasional choice of research sample. Future research of consumer ethnocentrism can be conduct in the context of social status and other socio- economic characteristics of employees.

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 - 35 MIN HAN, C.: The role of consumer patriotism in the choice of domestic versus foreign products. In *Journal of Advertising Research*, 1988, Vol. 28, No. 1, p. 28.
 - 36 WALL, M., HESLOP, L. A.: Consumer attitudes toward Canadian-made versus imported products. In *Journal of the Academy of Marketing Science*, 1986, Vol. 14, No. 1, p. 32.

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Contact data:

PhDr. Tatiana Lorincová, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
tatiana.lorincova@unipo.sk

Ing. Ivana Ondrijová, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
ivana.ondrijova@unipo.sk

TYPOLOGY OF CZECH BETTING AGENCIES' CUSTOMERS

Daniel Med

Abstract

The contribution analyses the current situation regarding betting agencies in the Czech Republic, and based on data gained creates a typology of betting groups. Although the current situation on the betting agencies market speaks clearly in favor of on-line betting, the form of off-line betting (subsidiaries) cannot be left out, even it can be taken as irreplaceable. The created typology describes three basic betting groups primarily divided by the way of betting, however, there are other aspects characteristic for those groups. The betting groups were purposefully named Computer, Application and Office.

Key words:

Application. Bet. Betting Market. Computer. Market Research. Office. Offline Customers. Online Customers. Segmentation.

Introduction

Nowadays, betting can be described as a final wave of the internet betting boom which came hand to hand with internet portals and continues with mobile applications. Many users get in touch with betting thanks to its simplicity and speed. Specifically they are users who would have never entered a brick-and-mortar betting agency subsidiary, but now they can actively participate. Basically every single bettor can comfortably from home bet on an NHL match in the USA, French Open final match and Czech football league in the same moment. And in case they are fed up with sport, they can bet on various social and cultural events. Not only has the offer of individual sports widened, but also the product offer has changed. These days bettors can also bet on-line during sport events in real time. They do not have to bet on the final result only (win/loss/draw, or score), but also situations that might occur (e.g. the possibility of a corner kick or a standard situation after a foul). Spectators find the sport events more attractive and they feel like being a part of the game, even though indirectly. Thanks to these trends the spectrum of bettors got huge. Mobile applications attracted young people, sport events spectators can make them more entertaining. And theoretically speaking, all of them can earn some money.

However, there are two sides to every story, as the Ancient Rome history proves, because back then dicing was banned for its dangerousness. Current society has to some extent been protected by laws, yet, there is a specific risk and laws cannot protect all situations. Thanks to betting individuals can get into tough life situations and they can also become addicted to sport betting. Not only betting agencies but also foundations and organizations trying to help people with betting problems need to know who are the people who bet. Ruda¹ is also concerned with this topic. On the one hand, he admits that there are negative aspects to betting, which can have societal consequences. However, on the other hand, Ruda also claims that even if restrictions are heightened (i.e. additional taxes are imposed), bettors will eventually simply move onto a different type of gambling. Therefore, bettors will stay bettors and the state will essentially only lose on its tax profits. Creating a specific typology of betting and lottery agencies' customers will help identify individual customers which will lead to marketing communication being bettor aimed and also getting an overview of people having been addressed by those organizations. Typology is dividing consumers into groups according to typical aspects of their consumer behavior. Some typologies are based on psychological or cultural customer profile, others are focused on practical manifestation of their shopping behavior such as the frequency of shopping, satisfaction or loyalty to a specific brand. Gordon, Gurrieri, Chapman² focused their research on the lifestyle and consumerism of sport bettors on the Australian market where, according to their research, shared cultural values, loyalty and the aspect of competitiveness were the main motivational triggers which formed the link within the community of players.

Hand and Singh³ examined patterns of cross shopping and doubling the purchase of betting behavior altogether with demographic characteristics of players' behavior segments. We found out that on the aggregated level it seems that betting follows the same patterns as other forms of consumer behavior; different forms of betting tend to share their participants with other forms of hazard games which are available.

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- 1 RUDA, T., RUDOVÁ, M., ŠÍMA, J.: *Influence of the amendment of the Lotteries Act on financing sport*. Prague : Charles University in Prague, 2015, p. 38.
 - 2 GORDON, L., GURRIERI, L., CHAPMAN, M.: Broadening an understanding of problem gambling: The lifestyle consumption community of sports betting. In *Journal of Business Research*, 2015, Vol. 68, No. 10, p. 2166.
 - 3 HAND, Ch., SINGH, J.: Segmenting the betting market in England. In *International Journal of Market Research*, 2014, Vol. 56, No. 1, p. 127.

Closer examination of the cross shopping pattern showed that there are clear deviations from the purchase duplication of specific types of hazard games. Lam and Mizerski⁴ claim that problem hazard players tend to be players with more games, on more types of games. Hu, et al.⁵ accentuate the fact that higher social status (and higher income) is connected to hazard games such as horse racing and hazard lottery games. Hazard players mostly behave like consumers of other products, i. e. some are loyal to one form of a hazard game only, whereas others are repertoire hazard players. However, those players can be distinguished by different behavior patterns. Canniford⁶ also points out that focusing on betting in general includes averaging across segments, whereas focusing on individual form of bets identifies only a part of the repertoire (and can detect members of various segments). Cassidy⁷ with an older research identifies specific differences between men and women while betting.

1 Methods

This contribution aims at gaining information on bettors and describe their characteristic features, according to which they will be divided into groups with identical features. The research was based on research questions which were connected to hypotheses and here you can see the two most interesting:

- ***Which social groups are the most active in betting?***
 - People who bet more are those with their income lower than the average salary.
 - Men generally bet more than women.
 - Individuals with lower education levels generally bet more than individuals with higher education.
 - The majority of bettors are employed.

4 LAM, D., MIZERSKI, R.: An investigation into gambling purchases using the NBD and NBD-Dirichlet models. In *Marketing Letters*, 2009, Vol. 3, No. 20, p. 263.

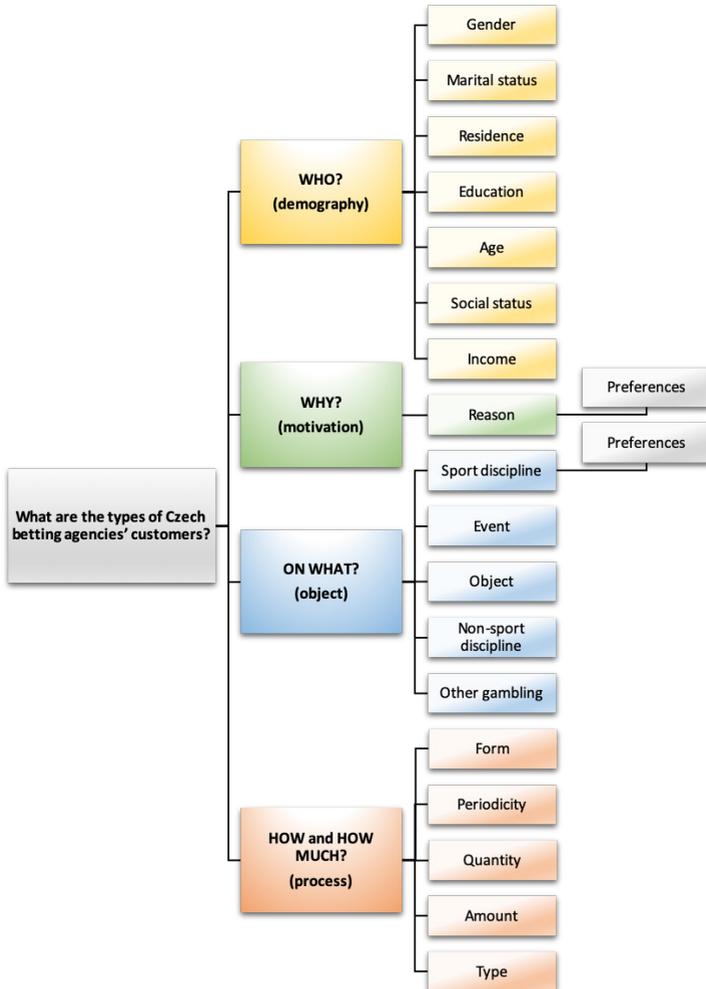
5 HU, W. et al.: Do job, age and place of residence matter for gambling activity? A study of the mid-Colorado river communities. In *UNLV Gaming Research and Review Journal*, 2008, Vol. 12, No. 1-2, p. 38.

6 CANNIFORD, R.: A typology of consumption communities. In BELK, R., GRAYSON, K., MUNIZ, A., JENSEN SCHAU, H. (eds.): *Research in consumer behavior*. Bingley : Emerald Group Publishing Limited, 2011, p. 59.

7 CASSIDY, R., PISAC, A., LOUSSOARN, C.: *Qualitative Research in Gambling: Exploring the production and consumption of risk*. Abingdon : Routledge, 2013, p. 43.

- ***What is the long-term balance of bettors?***
 - More than a half of bettors has been experiencing a negative long-term balance of betting.
- ***Which types of motivations do bettors have?***
 - Primary motivation for more than 60% of bettors is the enjoyment of the game rather than the potential win itself.
- ***What are the most common ways that individuals bet?***
 - Bettors who use brick and mortar stores to place their bets are generally middle to higher age (46 years or higher).
- ***Is there a connection between sporting bettors and other forms of hazard?***
 - Sporting bettors generally do engage in other forms of hazard as well.

The research was carried out as a qualitative examination. The basic file was formed by all bettors in the Czech Republic. There were 210 respondents in the file who were addressed both via electronic questionnaires (on-line), and personally in subsidiaries asked to fill in a paper questionnaire. The questionnaire contained 22 questions in total which were closed, semi-closed and opened. The questions were divided in four major topics in order to find out: who bets, why they bet, on what they bet, how and how much they bet. The whole operationalization and focus of individual questions can be seen in picture 1.



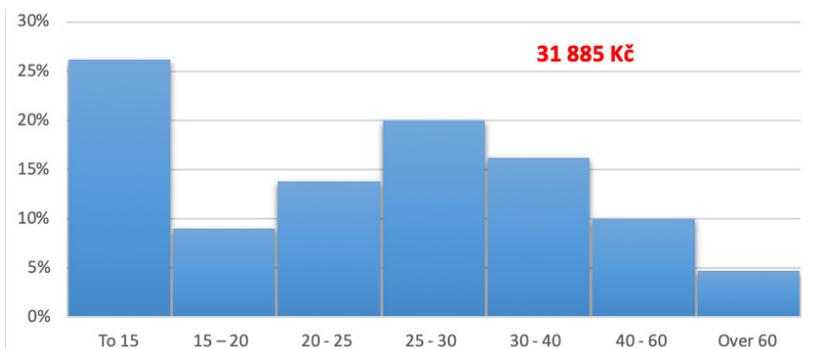
Picture 1: Operationalization of the questionnaire

Source: Own processing

2 Results

Betting environment, as it has already been mentioned in the beginning, is very dynamic. The situation has been developing which brings changes both within the structure of the market, and the development of customers. One of the most significant changes, which has not been

finished yet, is the transition from the physical betting to the virtual betting. It is the impact of the long-term trend when the accessibility of modern technologies for a common user presses on changing the way of betting, as well as the offer of the product portfolio. The changes have also been visible in other aspects, for example legislative (e. g. the compulsory registration of all bettors including checking their data in their IDs). Yet, the market is very reputable. The best example could be the Tipsport a.s. company which annual revenues increased by 30% and reached the value of 55.5 billion of Czech crowns. The net profit also increased by 30% to the record-breaking 1.1 billion of crowns.⁸ Partial results have not quite described the individual groups of bettors yet, but they bring specific answers to research questions which enable us to accept or refuse the set hypotheses. Graph 1 shows that people with their income lower than the average salary (in 2019 CZK 31 885,-)⁹ bet more, approximately 70% (it specifically matters on respondents' stratification in the scale salary group between 30 to 40 thousands CZK, where the boarder of the average salary lies).



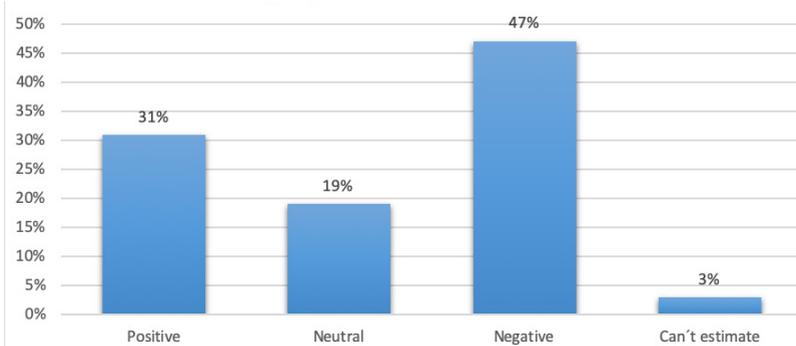
Graph 1: Percentual division of bettors' gross income in thousand of CZK in comparison with the boarder of gross income

Source: Own processing

8 MATEJ, S.: *Tip sportu vzrostly loni tržby i zisk o třicet procent. Pomohl mu zákon o hazardu. Hospodářské noviny*. Released on 9th March 2018. [online]. [2019-03-30]. Available at: <<https://byznys.ihned.cz/c1-66074530-tipsportu-vzrostly-loni-trzby-i-zisk-o-tricet-procent-pomohl-mu-zakon-o-hazardu.>>.

9 *Průměrné mzdy - 4. čtvrtletí 2018. Český statistický úřad*. [online]. [2019-03-28]. Available at: <<https://www.czso.cz/csu/czso/cri/prumerne-mzdy-4-ctvrtleti-2018>>.

At the same time it is impossible to accept the second hypothesis related to the long-term balance of betting. As Graph 2 shows it is clear that 47% bettors experience a negative balance. It is necessary to say that the presented results of betting balance are not data reflecting real results of bets, however, they are declared statements of bettors themselves. A certain inaccuracy can be taken into account due to a particular subjectivity and for example unwillingness to admit a long-term loss.

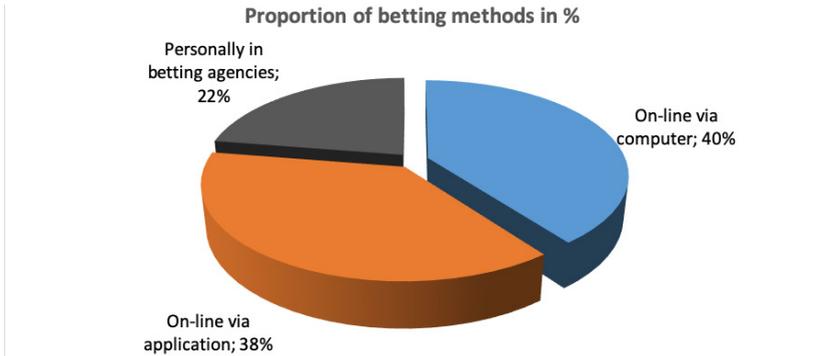


Graph 2: Absolute proportion of bettors' balance in %

Source: Own processing

The typology itself was created based on the primary division of bettors to groups according to their main method of betting, i. e. if they bet online via computer, online via application in mobile phones or tablets, or if they personally go and bet in a betting agency subsidiary. The current trend speaks clearly in favor of on-line betting. The present situation on the market of betting agencies is according to the byznys.ihned.cz servers such that up to 94% of betting is carried out on-line and only the remaining 6 % happens in subsidiaries. Respondents are more or less divided equally, as Graph 3 shows. The division does not accurately reflect the reality of the market, as the results are influenced by the place of data collection (i. e. the more respondents from subsidiaries, the more would the proportion be shifted towards off-line betting).

- **Computer** (on-line via computer - 40%),
- **Application** (on-line via application – 38%),
- **Office** (personally in betting agencies – 22%).



Graph 3: Proportion of betting methods

Source: Own processing

Even though the boarder among betting methods is not clear and bettors can bear similar features, they also bear characteristics which very clearly distinguish them from each other and determine their pertinence to those three basic types. This division also supports the age layout which is different for each method.

- **Computer**
“Young, Medium income, Medium betting, Unprofitable”

The **Computer** type are young people, mainly up to 35 years of age with medium income. The mostly bet small bets but within all groups they most frequently bet in the category 1000 CZK and more. The frequency of betting is the lowest within this group. Monthly this group bets the most money in the lowest category up to 500 CZK. The strongest representation of all is in the category above 50 000 CZK. Social status is represented mainly by students (36%) and employees (47%). The balance is rather negative.

- **Application**
“Youngest, Low income, Actively betting, Neutral”

The **Application** type are the youngest people represented by the group of up to 25 years of age with the lowest income. Typical for them is the medium frequency of betting and they mostly bet hundreds. They most often bet up to 500 CZK. The category of monthly betting up to 5000 CZK is equally represented and only 5% of bettors bet over 50 000 CZK. The group is mainly represented by students (25%) and employees (65%). The balance is neutral.

- **Office**

“Medium and higher age, Medium income, Most frequent bettors, Losers”

The **Office** type is the least represented in the youngest category, conversely the most in categories 26 to 55 years. There are even 15% of bettors over 55 years of age. The strongest income representation is between 20 000 to 40 000 CZK. The frequency of betting is clearly the highest, with daily bets of 57%. They mostly bet small amounts, almost in a half of cases. The amounts they monthly bet are mostly represented between 3 000 to 5 000 CZK. This group is mostly represented by pensioners (11%; in comparison with 2% and 1% in other groups) and employees (70%). Students are represented by 4%. The balance is strongly negative.

Conclusion

During the last years dramatic changes have occurred in the area of betting agencies. The development of information technologies enables comfortable betting from your home and simultaneously developed new types of bets. The on-line method of betting has currently been dominating. On the other side it is impossible to assume that the market would be transformed so much in the future, so that on-line betting formed the whole 100% of the volume. The research done has shown that the typology of a customer attending a brick-and-mortar subsidiary is so much more different in character from those two on-line groups that is forms a specific group of customers who, having the possibility of choice, will always bet off-linen. Therefore, in case of a complete transfer to on-line solution it can be assumed that betting agencies might probably lose these customers. Another important factor is still the necessity of new bettors' registration and occasional problems solving of the current ones which both happens in brick-and-mortar subsidiaries. It can be said that there is a certain necessity to preserve at least a part of the brick-and-mortar subsidiaries, therefore the complete transfer to on-line betting is impossible. The research brought a lot of other information which from the point of view of typology were not particularly significant for individual groups. However, they are independently very interesting. For example, a half of bettors also participates in another form of hazard. Another, very surprising finding was that nearly one half of bettors is aware of the fact that they more lose than win in the long term, but still

they still continue in betting. There is a question asking how much this is an addiction to betting, fun or if the betting slowly transforms into a “fight” with betting companies and an effort to outsmart bookmakers in order to get their bets back.

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Contact data:

Mgr. Daniel Med
Charles University in Prague
Faculty of Physical Education and Sport
José Martího 31
162 52 Prague
CZECH REPUBLIC
dm.danielmed@gmail.com

INFLUENCE OF IN-STORE MARKETING AND CUSTOMERS' BEHAVIOUR IN OUTDOOR SHOPS

Pavel Mráček – František Milichovský

Abstract

The segment of outdoor clothes had become more popular in the last decade worldwide. A lot of producers have accepted the requirements of customers about the specification of the clothes. The outdoor clothes change places, where people wear them. The extreme nature environment has changed into regular wearing in a city environment. Therefore, wearing outdoor clothes are considering as kind of fashion life-style, which is important to communicate. Marketing communication has become one of a crucial part of the present. Companies must focus on these tools, which they consider as the most effective. Nevertheless, they, of course, must use a lot of traditional tools, which are required by Czech customers. The main aim of the paper is to define, which elements of marketing communication are the most used by sellers and producers in the Czech Republic in the field of outdoor clothes; and what kind of customer is in the segment of outdoor clothes in the Czech Republic. The empirical evidence is based on qualitative data, obtained by systematic observation. The observation was applied in stores of fourteen companies and 310 final customers of outdoor clothes. All gained data were put under qualitative evaluation.

Key words:

Customer's Behavior. Czech Republic. Instore Marketing. Outdoor Goods. Sales Promotion.

Introduction

Searching for sources of competitive advantage forces the company to develop new approaches. The fact that the value of the competitive advantage ultimately largely decides, in addition to the ability of the competitor, primarily the customer's view, indicates the considerable potential of the concept of value creation by the customer. Co-creation of value could be used very well, not only for the design and for the production of new products. Thanks to it, the customer's perceived value increases. Space for use also offers marketing communications. This is also true in the outdoor clothing segment. The customer expects a certain amount of value that the purchased product will bring to him and can participate in his work. The outdoor clothing segment is becoming very popular. Many manufacturers respond to customer requirements and adapt to their needs. Besides, this case is currently

observable. Customers want to use clothing that has been designed for outdoor use in extreme conditions for common urban use. Since they do not require extreme performance for this use, manufacturers are deliberately “aggravating” their products. This creates outdoor clothing suitable for everyday use e.g. in cities. Some customers also see outdoor as a trendy fashion or trend. Therefore, even the producers who did not deal with outdoor clothing before offer new products to their customers. By wearing outdoor clothing and using outdoor brands to become a fashionable style, many manufacturers are trying to get their place in this segment. Outdoor clothing, therefore, combines technical maturity (used materials and final product), high utility value, fashion trends, image, etc. For each of these areas, it is possible to use co-creation with the customer. This can increase its perception of the value of the final product. Material suppliers/manufacturers, clothing manufacturers, and vendors also participate in product enhancement. Their marketing communications, built on cooperation and co-creation with the customer, can bring synergy effects that can be observed by customers. Effects arising from a relationship can then be an opportunity to gain and maintain a competitive advantage.

1 Literature Review

Companies operate in a highly competitive environment than ever. They have to improve own ways of management which must correspond with the world’s changes. The emergence of the whole marketplace for all products change in customer behavior, market globalization, environmental awareness, and social benefit contribute to high competition in the global market between all companies. The long-time business cannot use traditional techniques to corporate progress. It is necessary to come up with new ideas, to be different from competitors to survive in global market¹. Communication is not the only utensil for internal presentation inside the company, but on interaction with external stakeholders such as customers, business partners, suppliers, etc. In that way of communication, it is possible to talk about marketing communication. Marketing communication, a specific variety, is the tool by which the company influences customer behavior and creates a competitive advantage. The purpose is to inform, convince and admonish about brand, company, and products in direct or indirect ways. Marketing

1 KOTLER, P., CASLIONE, J. A. *Chaotics: The business of managing and marketing in the age of turbulence*. New York: AMACOM, 2009, p. 28.

communication includes both commercial and non-commercial communication to support corporate marketing strategy^{2,3}. According to the turbulent times, companies it is necessary that companies have to improve current processes to meet new challenges. It is caused by entering into the new economic stage. This stage is created thanks to IT bloom, the rapid development of internet and mobile phones, which bring down costs of marketing communication⁴. With technology, progress obtains new ways to overbid own goods and services. Companies, which use traditional communication tools, influence customers through representative groups, agents or research agencies. That approach lacks enough direct interaction with consumers, which is crucial. According to the classical concept of communication is obvious, that marketers have control of the flow of communications through various media. New media use model with interactivity and digital media⁵. Their substantiality is utilization via new technology (especially the internet) because of customer's feedback. The concept of communication flow has become more necessary than ever. Vysekalová and Mikeš⁶ by the idea of marketing, knowledge thinks every relevant communication with the market. The line here the basic tools as are advertising, sales promotion, public relations, direct marketing, sponsoring and new media, but also the packaging. According to Bearden, Ingram and Laforge⁷ the main aims of knowledge management are to inform, persuade and remind. The knowledge management's task is to ensure the communication of producer, seller or product provider with the customers and with the other key markets, to increase the product significance, to help the customers to orient on the market and evaluate the total offer of the products⁸.

2 KOTLER, P., KELLER, K. L. *Marketing Management*. 14th edition. New Jersey : Pearson Education, 2012, p. 65.

3 KOLLÁROVÁ, D.: *Podpora predaja pro komunikácií s vybranými cieľovými skupinami*. Trnava : FMK UCM in Trnava, 2014, p. 25-29.

4 TOMEK, G., VÁVROVÁ, V.: *Marketing od myšlenky k realizaci*. 3th edition. Prague : Professional Publishing, 2011, p. 68.

5 WINER, R. S.: New communications approaches in marketing: Issues and research directions. In *Journal of Interactive Marketing*, 2009, Vol. 23, No. 2, p. 110.

6 VYSEKALOVÁ, J., MIKEŠ, J.: *Reklama : Jak udělat reklamu*. 2nd edition. Prague : Grada Publishing, 2007.

7 BEARDEN, W. O., INGRAM, T. N., LAFORGE, R. W.: *Marketing: Principles and Perspectives*. Burr Ridge : Irwin Professional Publishing, 1995, p. 29.

8 VIDOVÁ, J., VIDA, M.: Využívanie marketingového komunikačného mixu v podnikovej kríze. In *Transfer inovácií*, 2007, Vol. 10, No. 1, p. 186.

Large-sized and small and medium-sized companies use more and more different kinds of alternative ways of marketing communication. Experiential marketing has become part of corporate marketing strategy, especially of large-sized companies. Experiential marketing is defined as „a process of identifying, satisfying customer needs and aspirations, profitably, by engaging them through two-way communications that bring brand personalities to life and add value to the target audience”⁹. Next, Smilansky added that experiential marketing is an integrated methodology and its marketing campaign is built around one big idea involving two-way communication between the target audience and the brand, therefore creates its core, a live brand experience. Alternative types of customer experiences are mentioned in Schmitt¹⁰ and Alkilani, Ling, Abzakh¹¹ researches where the authors use this approach to create a concept of strategic experiential modules. These experiential modules managed by the experiential marketing include (1) sensory experiences (sense), (2) effective experiences (feel), (3) creative cognitive experiences (think), (4) physical experiences, behaviours and lifestyles (act) and (5) social identity experiences that result from relating to a reference group or culture (relate). The importance of culture consider Světlík¹² in his study according to Hofstede’s dimensions. Schmitt¹³ and Smilansky¹⁴ add that the purpose of experiential marketing is to create holistically integrated experiences that possess, at the same time, sense, feel, think, act and relate qualities. Lee, Hsiao and Yang¹⁵ mention that experiential marketing can be related to customer satisfaction.

9 SMILANSKY, S.: *Experiential marketing: A practical guide to interactive brand experiences*. London : Kogan Page, 2009, p. 5.

10 SCHMITT, B.: *Experiential marketing: How to get customers to sense, feel, think, act, relate to your company and brands*. New York : The Free Press, 1999, p. 36.

11 ALKILANI, K., LING, K. C., ABZAKH, A. A.: The impact of experiential marketing and customer satisfaction on customer commitment in the world of social networks. In *Asian Social Science*, 2013, Vol. 9, No. 1, p. 265.

12 SVĚTLÍK, J.: České a slovenské kulturní dimenze a reklama. In *Communication Today*, 2011, Vol. 2, No. 2, p. 58.

13 SCHMITT, B.: *Experiential marketing: how to get customers to sense, feel, think, act, relate to your company and brands*. New York : The Free Press, 1999, p. 38.

14 SMILANSKY, S.: *Experiential marketing: A practical guide to interactive brand experiences*. London : Kogan Page, 2009, p. 6-7.

15 LEE, M. S., HSIAO, H. D., YANG, M. F.: The study of the relationships among experiential marketing, service quality, customer satisfaction, and customer loyalty. In *The International Journal of Organizational Innovation*, 2010, Vol. 3, No. 2, p. 363.

Customers can be influenced and attracted by aesthetics function perceived by their sense experience that helps companies to sell their product¹⁶. Feel experience includes a range from little positive moods attached to a brand to powerful emotions (happiness, satisfaction, joy, etc.). Creative involvement with costumers and encourages them to have in the mind a creative way how a brand communicates with them through surprises, provocation, etc. is used by think experience. Act experience targets alternative ways of consumers' behavior especially in lifestyle, social interactions¹⁷. The act experience aims to enrich social interaction patterns, improve the physical experience and to give an impression upon lifestyle and behavior patterns of consumers. Internships with products, social connections in using products and be found in "relate experience". Campaigns in relate experience fulfill individual's desires¹⁸. Successful campaigns are presented as part of the non-traditional part of marketing communication online. As Ho, Demsey¹⁹ and Mráček, Mucha²⁰ confirmed, expansion of the internet to various environments (consumer, corporate or service sector) there has supervened a huge opportunity for all marketers. Moreover, through guerrilla marketing, viral marketing than even experiential marketing, we can measure the influence of these campaigns to a wide audience and gather personal behavioral data of the potential customers²¹. The goal of each business is to maximize its profit to the detriment of other market participants. Companies are trying to gain the most significant position, weaken the position of competitors and dominate the market. To achieve this goal, companies can use different methods to differentiate between competitive and non-price competition. In the case of price competition, the main tool of competitive

16 SCHMITT, B.: *Experiential marketing: How to get customers to sense, feel, think, act, relate to your company and brands*. New York : The Free Press, 1999, p. 48.

17 PITRA, Z., ZAUŠKOVÁ, A.: Communication in knowledge transfer management. In *Communication Today*, 2014, Vol. 5, No. 2. p. 50-65.

18 ALKILANI, K., LING, K. C., ABZAKH, A. A.: The impact of experiential marketing and customer satisfaction on customer commitment in the world of social networks. In *Asian Social Science*, 2013, Vol. 9, No. 1, p. 265-266.

19 HO, J. Y. C., DEMPSEY, D.: Viral marketing: Motivations to forward online content. In *Journal of Business Research*, 2009, Vol. 63, No. 9-10, p. 1001.

20 MRÁČEK, P., MUCHA, M.: Application of knowledge in advergaming as a source of possible competitive advantage. In *Journal of Competitiveness*, 2011, Vol. 3, No. 3, p. 111.

21 FERGUSON, R.: Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing. In *Journal of Consumer Marketing*, 2008, Vol. 25, No. 3, p. 181-182.

struggle is price formation, which attempts to eliminate the rivalry and thus gain the consumer's side. Most often, it is about acquiring buyers through price reductions. It is then about the price competitiveness of the company. Price competition can be very tough. In the worst case, it can lead to the bankruptcy of the company itself²². In practicing non-price competition, businesses use a wider range of tools. However, the goal remains to gain new customers. The most effective tools are advertising. This is, however, quite costly. Businesses also focus on packaging and design, focusing on improving product quality and product technical level, offering customers the opportunity to sell on a loan, pre-sales and after-sales service, or provide long-term guarantees. Non-competitive competition has its positive features, which are undoubtedly the growth of quality and technical parameters of production. The disadvantage can be a disproportionate waste of advertising and promotion. These resources may then be missing in other areas where they may also be important. In the case of non-price competition, we talk about qualitative (structural) competitive capabilities of the company²³.

2 Methodology

The main aim of the paper is to define, which elements of marketing communication are the most used by sellers and producers in the Czech Republic in the field of outdoor clothes; and what kind of customer is in the segment of outdoor clothes in the Czech Republic. To find out answers on these questions there was used systematic observation, where is made a recording of observed behaviors in outdoor clothing stores. This systematic observation is kind of structured observation, in which is described the specific situation and then quantified²⁴. In structured observation, the researcher follows the predicted behaviors according to pre-prepared categories and controls them against these categories. For proper observation (e.g., tracking of buying behavior), it is necessary to have a selected place in the place so that the observer can see the situation in the whole area. Often, it is necessary to follow from some covered space to avoid "influencing" the observed. Observation as such falls within qualitative research methods.

22 MIKOLÁŠ, Z.: *Jak zvýšit konkurenceschopnost podniku: Konkurenční potenciál a dynamika podnikání*. Prague : Grada Publishing, 2005, p. 25.

23 Ibidem, p. 35.

24 HENDL, J.: *Kvalitativní výzkum: Základní metody a aplikace*. Prague : Portál, 2005, p. 202.

3 Results

For a systematic observation, there was created form, which was used as a kind of research scenario that determined what everything was needed to observe and to enroll. This form identifies a specific point of sales point of view such point of sale, marketing at the point of sale, visibility of the M-P-S relationship, an organization of the area, behavior of sellers and customers. Systematic observations were kept secret. There was nothing to wake up with staff or customers about the research at the point of sale. Results of the systematic observation describe the current state of marketing communication towards customers at outdoor clothing vendors in the Czech Republic. SELLERS For all observed representatives of sporting goods chains, shops were clearly labeled and were so well identifiable that it was a particular string. Likewise, her business brand was presented. In the exterior of the shops themselves (sports goods chains), it is practically impossible to talk about the use of the sales of marketed brands (S) and the manufacturers of their materials (M) in the shop window. The only exception is the “action” message. These are only enumerated in the interior. Exceptionally, stands of specific manufacturers have used that point to a particular branding product (only observed in Intersport). According to sell space in the stores with sports goods, it is possible to consider that everything is categorized to facilitate the orientation of the customer. The sales area is quite pleasant. For customers, a small amount of outdoor clothing can also be decisive in these chains. From this perspective, Intersport is best. In Hervis Sport, the customer may find that the offer of this clothing is very limited and that it is rather models that are rather “out-of-day”.

An important element that can then be influenced by customers is the sales staff themselves. In this area, the monitored sporting goods chains have relatively good and pleasant staff. For all trades, it was obvious that vendors are trying to help customers and want to leave the best impression. In the Hervis sport chain, unfortunately, most dealers work more like brigands who are trying to help, but it is noticeable that they do not feel the best in outdoor activities (the business focus is of a general nature and therefore it is not possible to employ professionals from all the sectors offered, the nature of the trade). Sellers here put the brand to the level of argument about why to buy a specific product. It also tries to argue with action and advantageous offers. The best vendors in the outdoor clothing section of the sports goods chain were observing in Intersport. Here it was visible that they have an overview and can give

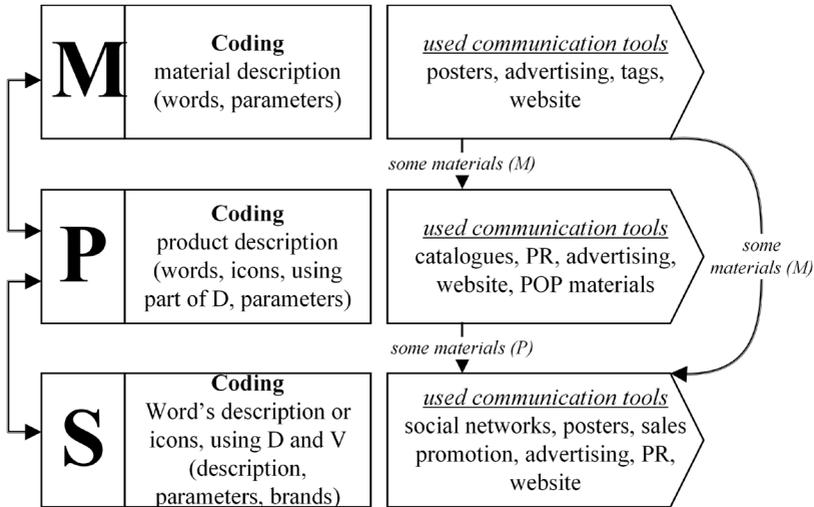
more advice to the customer. All the specialized outdoor shops presented the brand well and visibly in the exterior. Somewhat worse sometimes was the designation of the store itself. This was probably due to the layout of the objects. Sellers of Hudy Sport and Rock Point are just as familiar with the sales of outdoor brands (shop windows). They have three points on the five-point scale. There are goods placed on the menu, and references to "the most important" brands are also visible. Somewhat better is the K3 sport, where before the entry itself are used promotional stands and banners of clothing manufacturers offered in the store. However, it can ultimately distract attention from the trademark.

The sales area is well-structured in all these specialized outdoor shops and makes a very pleasant impression. The premises radiate the focus of the business on outdoor activities. All followers break down their clothing according to their usage and brands to make it as customer-friendly as possible. For Hudy Sport and K3 sports, it is visible that they use the materials (stands, posters, etc.) of the brands offered. At Rock Point, it was more likely to communicate preferred brands. These promoters are available for promotional prints from individual garment manufacturers (mostly you need to know). Besides, vendors have manufacturers' catalogs available. Seller behavior is contradictory in specialized outdoor stores. In some branches, customers may feel frustrated by the vendor. This can be a relatively strong argument especially for customers who are on the offer. The phenomenon of annoyed and frustrated customers is observable at Hudy Sport and Rock Point. According to the author's own experience, this phenomenon also has more affiliates and especially Rock Point, and sometimes salespeople do not notify customers, and the author has independently described more customers who have already stopped visiting the store. The remaining trades were exemplary in the behavior of vendors. Customer's efforts to help with their purchase and selection have been seen. There was also a visible lure of salespeople for outdoor activities and their considerable orientation in the given issue.

Mono-brand shops were well marked on the exterior and carried clear elements of their brand. Since there is one brand shop, it was clear that there are no other brands in the shop windows. Humi outdoor was the only one in his shop to have materials for the materials used by the manufacturer of clothing. The material builder commerce has also had the Humi store as the only one in the interior of his store to see which products are made of specific material. This was mainly about the diaphragm communication used in clothing. In the sales area at Alpine Pro

and Rejoice, everything was categorized and categorized. All the shops had a pleasant, peaceful impression. Alpine Pro then acts most of the sport rather than outdoor. The business of Rejoice refers to the nature of the products. Humi then visually points to outdoor orientation. However, there is a rather chaotic division of the assortment for some customers. The sales staff at the dealers of one brand was very pleasant. Sellers have been able to advise and describe the suitability of a particular product for a particular situation. At Rejoice, salespeople had a family look, so customers could feel “home” or friends. The Humi store was again exemplary of the sellers’ behavior. Willingness to advise customers based on their expectations of the product itself and determining the situation for which the clothing is intended. At the Humi shop, it was visible that the dealers knew perfectly the materials used and the production of the clothing itself. They were thus able to clearly explain the benefits of their materials and manufactured products.

From point-of-sale observations, it is clear that there are minor differences in communication. These differences are mainly due to the specialization of the shops themselves. It is logical, therefore, that the communication between manufacturers of materials and clothing manufacturers at chain stores with sporting goods is lower at the point of sale. The same is true with the expertise and “expert” communication of sellers. Interestingly, customers can make a lot more enjoyable purchases in the sporting goods chain. This is mainly due to the attitude of sellers who are relatively quick to notify customers. In Figure 1 there is showed that clothes’ producers (P) and sellers (S) use some of the marketing communication elements of the manufacturers of the materials used (M). For clothing manufacturers, the use of M identification tags and tags for attachment to clothing is most often the case. The vendors then use the M identification elements for their communication. Resellers also use communication materials for manufacturers of materials (M) and manufacturers of clothing (P) intended for the point of sale. These are mainly their POS materials (various stands, flags, hangers, floor markers, leaflets or catalogues). The diagram also shows that there is also communication with the feedback between the manufacturers of the materials used (M) and the clothing manufacturers (P). Of course, there is also communication between clothing manufacturers (P) and dealers (S). This sometimes takes place through the traffickers and is limited in particular to communication as to how many pieces of specific products are removed. It can be stated that M-P-S marketing communications are visible elements of cooperation and mutual use of various marketing communication materials.



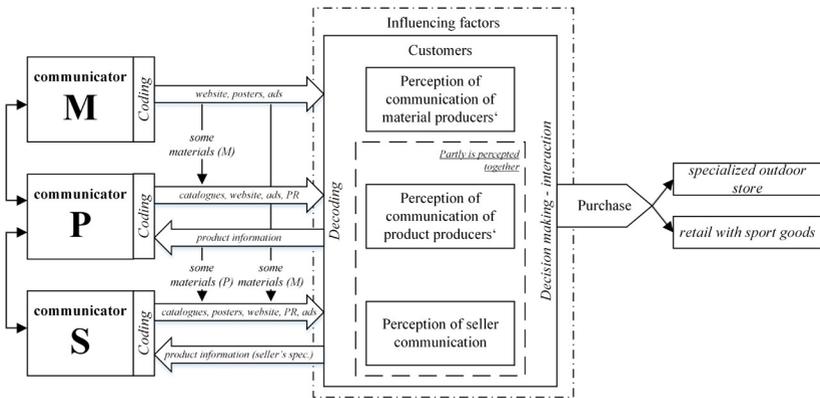
Picture 1: Output of M-P-S relationship

Source: Own processing

Customer observation was part of a systematic observation, which also focused on marketing communications between the supplier, the manufacturer and the vendor at the point of sale. The systematic observation took place behind the sports goods chains in Hervis Sport (2 branches), Intersport and Sportisimo (2 branches). For specialized outdoor stores in Hudy Sport (2 branches), Rock Point (2 branches) and K3 sports. For one brand and business outlets in Alpine Pro, Humi outdoor and Rejoice. Shoppers with sporting goods are more sensitive to various discount events (especially Hervis sport and Sportisimo). This is observable even when they crawl the goods. These customers seem to buy only “something” in the mountains or the wild and do not expect it to be used in extreme situations. Rather, he thinks whether it is also usable for casual wear. Intersport customers appear to be slightly different from those of the other two strings. Here, it is visible that they also have some prestige that their clothing (clothing brand) can bring. Customers of specialized outdoor shops are more focused on where they buy the equipment. Specialist businesses often see themselves as a partner where they expect the highest quality offer to get, as well as communication and selection assistance. These customers also attract various actions and discounts. Customers are from those who have a medium relationship to the outdoors only to a full enthusiast. These stores also target customers who have virtually no relationship to the

outdoors but need to recall for a case. Here, it is obvious that there are often also customers who have money, and often get used to buying the best possible quality, which brings prestige in particular. Similarly, customers who do not know the advice about buying outdoor clothing can find themselves looking for adequate help. Some customers come to see the offer to find out what to buy, or to recall what they might “need”.

Shoppers of one brand are very similar to specialized shoppers. There is often loyalty to the brand. For Alpine Pro customers, it is clear that style is more important to them than technical and functional value. At Humi Outdoor, customers often know the offer and then ask for details. Even business customers of one brand strongly attract various events and discounts to the store. These promotions are very popular with Alpine Pro customers. Part of the systematic customer-oriented observation has shown that customers of sporting goods, specialized outdoor shops and one brand brands are slightly different from each other. Specialty shoppers prefer more to communicate with the vendors themselves and have advice and guidance. For single brand customers, a relationship/loyalty to the brand can be noticed. In essence, it can be said that different actions and discounts play a big role. Customers of all groups can then influence them in their purchase, possibly shorten their time for decision-making and eventually trigger the need for a specific product. Researches of individual fields in M-P-S relations and connection within complex marketing communication is better to show in a graphic way, where all outputs of individual researches are put (see Figure 2).



Picture 2: Communication in M-P-S relationships

Source: Own processing

The figure shows the merged outputs for the M-P-S relationship and the customer as a schematic representation. On the one hand, the elements of the relationship (M-P-S) enter the communication process as a communicator and, on the other hand, the communicator (customer) remains influenced by the recommendation of known and preferred factors and its subsequent interaction (purchase). The producer of the used materials (M) encodes his message into the marketing communication where the customer is in particular communicated with the brand and description of the materials used. Some manufacturers of materials then supplement this communication with a numerical expression of the properties. This message is most often passed through leaflets or websites. Classical advertising is rarely visible. When the message is received by the customer, it is decoded and understood. Only about 30% of customers perceive communication from the producer of materials (M). The Apparel Manufacturer (P) also encodes its message into marketing communications. It communicates most frequently the appearance of the clothing, its description, the materials used (composition/brand) and, where appropriate, examples of use. Some of the manufacturers directly report product "numerical" parameters of the materials used. Producers most often communicate through catalogs, websites, and sometimes also through advertising. For some manufacturers, it is also part of the use of PR (mostly sponsoring athletes or various sports events). For their communication, they use some communication materials used by the manufacturers of the materials (M). These are most commonly used in the form of branding and the location of a tag bearing the brand logo. Once the message is received by the customer, it is decoded and understood. 77% of customers perceive communication from the clothing manufacturer (M).

The seller (S) also encodes his message. Some use a verbal description to communicate, others use pictograms, and possibly the manufacturer of the materials and clothing manufacturer (M and P). For the communication itself, the sellers most often choose leaflets or different advertisements. Larger specialized outdoor shops then use printed catalogs. Of course, there are websites and advertising at the point of sale, where marketing materials of the material manufacturer (M) and clothing manufacturer (P) are also used. These are most often found in the form of listed manufacturers' catalogs, leaflets stand, etc. Larger sellers then use classic commercials (especially TV). Retailers are involved in PR activities (most commonly organizing / co-organizing sporting events, sponsoring an athlete or sports club). 77% of customers

perceive communication from the clothing manufacturer (P). In the end, the customer takes the decision and the subsequent interaction (buying clothes). For these purchases, customers choose the most specialized outdoor shops or sports goods chains. Throughout the relationship, it is also visible that the manufacturer communicates with both suppliers of materials and vendors. Communication with vendors sometimes takes place through intermediaries. Ideally, able sellers can communicate not only the ordered amount of clothing but also the potential customers' clothing requirements.

Conclusion

According to the results of the research, the most commonly used marketing communication tools are catalogues, leaflets, PR, advertising, and websites. For sellers, this is also complemented by sales support that has a relatively large impact on customers. Sales support is also occasionally initiated by the garment manufacturers themselves (M), who declare the event and inform the seller himself. Sellers usually accept the action and help them communicate with customers. The scope of use of the individual instruments depends on which manufacturer or seller is involved. Small manufacturers and sellers practically do not use classic ads. Small class sellers are also not used for classical printed catalogues nor classic recurring leaflets. Specific purchase situations are relevant according to several conditions such as cognitive (customer rationalizes reasons for purchasing), strengthening (influenced by factors from an outside company), practices (application of suggestion knowledge and emotions).²⁵ These dimensions help to communicate all outdoor clothes and other outdoor products and support their sells by other communication tools.

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Contact data:

Ing. Pavel Mráček, Ph.D.
Brno University of Technology
Faculty of Business and Management
Kolejní 2906/4
612 00 Brno
CZECH REPUBLIC
mracek@fbm.vutbr.cz

Ing. František Milichovský, Ph.D., MBA
Brno University of Technology
Faculty of Business and Management
Kolejní 2906/4
612 00 Brno
CZECH REPUBLIC
milichovsky@fbm.vutbr.cz

CONSUMER BEHAVIOUR IN THE SEGMENT OF DAIRY PRODUCTS IN THE CONTEXT OF CIRCULAR ECONOMY PRINCIPLES

Zdenka Musová – Eva Poliačiková – Jennifer Drugdová

Abstract

Consumer behaviour nowadays is more environmentally responsible. Their environmental awareness has increasing tendency and they emphasize special environmental requirements when purchasing. Consumer buying behaviour is influenced by the scale of factors including environmental. The aim of the paper is to present results of the research on consumer perception of various factors influencing their behaviour in dairy segment in the circular economy principles context. Secondary data analysis is completed by the partial results of questionnaire survey from April 2019, which have been conducted on the research samples of 150 consumers of X, Y and Z generations in Turiec region in Slovakia. We examined environmental responsibility of consumers in specific segment of dairy products with respect to its importance in healthy nutrition and lifestyle. Among the product characteristics, the most important for consumers are freshness and quality, partially the origin of the product. Packaging and packaging size are less important (for all generations). Among the distribution mix factors, the most important is availability of product, type of the store is not important. Environmentally responsible types of sale are important for consumers of generation Y and Z.

Key words:

Circular Economy Principles. Consumer Behaviour. Dairy Products. Generations.

Introduction

Negative trends in the environment and permanent degradation is, on the one hand, becoming global threat but, on the other hand, it creates challenge for society, including every individual consumer and business entity. The pollution of the air, the water and the soil is increasing and there are many places in the world where its level is reaching dangerous numbers. Ozone layer is getting thinner, global warming is raising and the quantity of waste is alarming. All these problems in the environment has created a gap in the global market which needs to be filled with environmentally responsible behaviour of market players. As a result of negative trends, the new concept called Circular economy is more and more discussed by people all around the world. This concept is a part

of sustainable development strategy, which creates functional and sane relationships between people and the environment. The main aim of the circular economy is to close the loops (material and technical) and build an opposite economic system to the current linear model. The success of its implementation into the practice strongly depends on cooperation of all market players. Sustainability is not an option, it is an obligation. Consumers nowadays are more responsible. They are aware of the environment importance and they make choices that rather benefit than hurt the earth. Environmentally responsible purchase behaviour is not an exception. Responsible consumers consider what products and what enterprise they buy them from. They are willing to pay more and accept less comfortable conditions, for example shorter expiration date or returnable packaging using. They think about materials the products are made of, the amount of energy used in the production process, the externalities of production or the distribution of product and the options of product disposal¹.

Consumer behaviour has been an object of research interest for many years. If the company has an effort to be successful in the long term, it has to understand the needs of consumers and also to examine consumer desires and preferences. Company has to know actual trends in consumer behaviour and what is more important, how to react on these trends. We are all consumers and almost every day we make various buying decisions with the aim to satisfy our needs. At this time of making decision we are affected by various internal and external factors². In this context the paper is focused on environmentally responsible behaviour of consumers within circular economy principles. The impact of various factors on consumer behaviour we will examine in specific group of products – dairy products. In the first part of the paper we summarize theoretical background of environmentally responsible consumer behaviour and its connection with circular economy principles, based on available secondary data. In the second part we present selected outcomes of questionnaire survey focused on perception of selected product characteristics and other buying aspects (in dairy segment) by different generations.

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2 MUSOVÁ, Z.: *Spoločenská zodpovednosť v marketingovej praxi podnikov*. Banská Bystrica : Univerzita Mateja Bela, Ekonomická fakulta v Banskej Bystrici, 2013, p. 127.

1 Theoretical Background

Consumer buying decisions have a significant impact on the environment. The newest challenge for them is sustainable consumption in the context of circular economy principles – consumer behaviour with the lowest negative impact on the environment. It requires changes in consumer lifestyle, buying habits, buying process, product using and product disposal.

1.1 Environmentally Responsible Consumer Behaviour

Current consumer buying behaviour is fundamentally changing. In compare with past, nowadays are consumers more affected by modern technologies, interested in ingredients that were used in production process and they have responsible attitude to cost of purchasing³. They have better access to information about unethical behaviour of companies, about global environmental and social problems⁴. This awareness, based on availability of information, generates consumer's pressure on companies, on their social responsibility and attitude in ethical, environmental and social questions^{5, 6, 7}. Responsible consumer is an informed person with conscious consumer habits. This person knows and request consumer rights and prioritizes less harmful usage

3 KLEPEK, M., MATUŠÍNSKÁ, K.: Does buying behaviour affect how persuasive certain marketing communication tools are? Case of Czech single-living consumers. In MATÚŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life, Pt II*. Trnava : FMK UCM in Trnava, 2015, p. 93.

4 ONEL, N., MUKHERJEE, A.: Consumer knowledge in pro-environmental behavior: An exploration of its antecedents and consequences. In *World Journal of Science, Technology and Sustainable Development*, 2016, Vol. 13, No. 4, p. 330.

5 HRONCOVÁ VICIANOVÁ, J., JAĎUĎOVÁ, J., HRONEC, M., ROLÍKOVÁ, S.: Developing Ecoinnovation in Business Practice in Slovakia. In *Journal of Business Economics and Management*, 2017, Vol. 18, No. 5, p. 1044.

6 HASPROVÁ, M., VOKOUNOVÁ, D., RUŽIČKA, T., ŽÁK, Š.: Generational Comparison of attitudes towards health and senescence. In PETRANOVÁ, D., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Online Rules, Pt II*. Trnava : FMK UCM in Trnava, 2017, p. 82.

7 ZAUŠKOVÁ, A., REZNIČKOVÁ, M.: Eco-innovative communication activities of Slovak business entities. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Digital Mirrors, Pt I*. Trnava : FMK UCM in Trnava, 2018, p. 208.

and positive effect on the society. Environmentally sensitive consumers prefer companies with socially responsible behaviour. Environmental awareness has become same important in consumer's buying behaviour as social, personal, psychological and cultural factors⁸. This type of consumer's buying behaviour can be called environmentally responsible buying behaviour. The important model of this type of behaviour is „the environmental value-attitude-system model“⁹. Environmental awareness is one of the important factors in buying behaviour and it is a part of value-attitude-system of consumer. Cognitive element includes thoughts, opinions and knowledge about the environment. It reflects, that every consumer has subjective knowledge about the impact of his or her behaviour. Consumer emotions and feelings to the environment creates affective element of environmental awareness. Conative element is focused on consumer behaviour tendencies with regard to the environment. The assumption of pro-environmental behaviour is that consumer has a tendency to behave in a way that has a positive impact on problems connected with the environment. It is necessary for environmental awareness to be understood as a part of wide human value system. Environmentally responsible behaviour is type of behaviour, which has the lowest negative impact on the environment and even more – it is beneficial for it¹⁰. Many studies^{11, 12, 13}

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- 8 KUSÁ, A., ZÁZIKOVÁ, Z.: Consumers' Shopping Behaviour in Digital Era. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Digital Mirrors, Pt I*. Trnava : FMK UCM in Trnava, 2018, p. 382.
 - 9 DEMBKOWSKI, S., HANMER-LLOYD, S.: The environmental value attitude-system model: a framework to guide the understanding of environmentally-conscious consumer behavior. In *Journal of Marketing Management*, 1994, Vol. 10, No. 7, p. 597.
 - 10 STEG, L., VLEK, C.: Encouraging pro-environmental behavior: an integrative review and research agenda. In *Journal of Environmental Psychology*, 2009, Vol. 29, No. 3, p. 311.
 - 11 GATERSLEBEN, B., STEG, L., VLEK, C.: Measurement and determinants of environmentally significant consumer behavior. In *Environment and Behavior*, 2002, Vol. 34, No. 3, p. 337.
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are focused on relatively limited field of consumer behaviour impacts on the environment. Because of this, is very important to think about wider context of consumer behaviour – stages of decision making process, impact on the environment and positive/negative contribution to problems with environment.

1.2 The Circular Economy and Its Principles

The circular economy is new economic model, which combines economic and environmental factors. It requires difficult changing process on all levels of economy – consumer decisions, business activities, state regulations. Success of new economic model depends on engagement and cooperation of all market subjects. It can be implemented in every field or company regardless of business type or size. The flexibility of model enables its implementation everywhere what creates an opportunity to make a competitive advantage for all business subjects without exception. Kotler et. al.¹⁴ claim, that nowadays more and more companies must meet society expectations in the context of ethical and environmental standards. Currently, linear economic model means, that raw materials, which are demandingly derived from nature, will be discarded after use and waste accumulated in landfills will be decomposed after several hundreds or thousands of years. Circular economy works, in comparison with linear, in closed loops – biological and technical. Within the circles materials rotate, what means that waste does not exist. For circular economy waste is an important source – biodegradable waste is source for agriculture, textile waste for building industry and food waste can be used in paper industry¹⁵. All sources should stay in production and consumer process as long as possible. The main aim is to make the most of them, to recycle them in the end of the product life cycle and to use the waste for new product. Circular economy should offer for consumers more durable and innovative products that save money and increase quality of life.

14 KOTLER, P., et. al.: *Moderní marketing*. 4th edition. Prague : Grada Publishing, 2007. p. 533.

15 MALEŠ, I.: *Obehová ekonomika je už dnes výhodou pre podnikanie v budúcnosti*. [online]. [2019-09-30]. Available at: <<http://www.nadaciapontis.sk/clanok/obehova-ekonomika-je-uz-dnes-vyhodou-pre-podnikanie-v-buducnosti/2328>>.

The circular economy is based on 3R principles (reduce, reuse, recycle) in process of production, consumption and all other processes. It represents sustainable economic growth. In new economic model the sustainable development goals are achieved without wasting sources (material, energy, water, soil, forest) and ecological and environmental damages. Basically, 3R principles are tools or answer for question “how to implement circular economy”. Through them it is easier to understand how this model works. First, principle of reduction means reduction in resources consumption, generation waste and harmful substances during processes. The aim of the second, principle of reusing, is to reuse waste and products directly or after their repair, reconstruction, reproduction or reuse of the whole product or at least its parts. Third, principle of recycling, means recycling of waste as a raw material for further use or recovery of waste. The priority of waste management is to avoid disposal of waste – this option should be the last in the process of waste liquidation¹⁶. According to Alatervo¹⁷ there are three other principles in circular economy: refuse, rethink and replace. First three principles, mentioned above, (reduce, reuse, recycle) are primary focused on manufacturers, additional three are important from consumer’s point of view. The most relevant method of reducing waste is refusing consumption (refuse principle). It doesn’t mean to completely stop producing waste. It means to stop consume some kinds of products (especially those, which the consumer produces more waste than is acceptable from). Rethink principle means reconsideration of consumers habits. Consumers need to think if they really need the product or if there is another option of product usage. Buying and promoting products made from recyclable materials is the aim of the replace principle. If there is demand, producers have motivation to continue supply products with less harmful effect on the environment. Consumers have an option to replace products with its ecological alternatives. To support circular economy and implementation of 6R principles, mechanisms for managing this sustainable development are needed. These mechanisms are represented for example by product and process innovations, high quality education and visionary thinking. The transition into circular model is associated with positive impact on the economy and on the whole society.

16 YANG, Q. Z., ZHOU, J., XU, K.: *A 3R Implementation Framework to Enable Circular Consumption in Community*. [online]. [2019-09-28]. Available at: <<http://www.ijesd.org/papers/481-CD0156.pdf>>.

17 ALATERVO, S. J.: *The 6 Rs: making a sustainable impact*. [online]. [2019-09-30]. Available at: <<https://prosperouswaydown.com/6rs-making-sustainable-impact/>>.

2 Data and Methodology

The aim of the paper is to explore perception of various factors influencing consumer behaviour of selected generations in segment of dairy products in the context of circular economy principles. In the first part, we summarize the basic theoretical background of the problem, based on the analysis of available literary sources. Then we present the results of the primary research. The object of this research were selected influencing consumer behaviour in the buying process of dairy products in the connection with the principles of circular economy. Subject of research were consumers of X, Y and Z generations in Turiec region. Considering to different definitions of generations by various authors, in our research the generation X is represented by consumers born in years 1966 – 1976, generations Y is characterized by consumers born in years 1977 – 1994 and generation Z, there are consumers born in years 1995 – 2012. Empirical data was obtained through questionnaire survey, which was focused on examining the factors influencing consumer behaviour in buying process of dairy products in Slovakia. Research was realized in Spring 2019. In distribution of questionnaire was used on-line form but to one group of respondents were distributed printed questionnaires (especially for older respondents). A total size of sample was 150 respondents. For every generation 50 respondents were asked. In the research sample were more women (91, what means 60,6 %) than men (59; 39,3 %). Structure of respondents of research is presented in Table 1. More than half of respondents has secondary school education, one third has university education. In our sample dominated respondents living in three- and four-member households, less were from two-member households.

Table 1: Structure of respondents

Gender	Generations							Total	(%)
	X	X (%)	Y	Y (%)	Z	Z (%)			
Men	23	15,33	15	10,00	21	14,00	59	<i>39,33</i>	
Women	27	18,00	35	23,33	29	19,34	91	<i>60,67</i>	
Total	<i>50</i>	<i>33,33</i>	<i>50</i>	<i>33,33</i>	<i>50</i>	<i>33,33</i>	<i>150</i>	<i>100,00</i>	

Source: Own processing

The questionnaire consisted of several sections that were focused on selected factors of consumer behaviour in the buying process of dairy products. We used closed and semi-closed questions, Likert's scale, multiple selection, and several identifying questions. In the paper we present only selected results concerning to circular economy principles and the aim of the paper.

3 Research Results

In our research we focused on dairy segment observation in context with consumer's responsible behaviour with regard to the importance of milk and dairy products in healthy nutrition. Around the year 1980, despite of lack of technical equipment, quality packaging and insufficient promotion of dairy products, Slovakia had no need to import dairy products. Actually, this country was exporting 20 % of its production. Later, after year 1990 the production of milk and dairy products has become decreasing. In 2017 the average daily milk and dairy product consumption of one person in one year was 174 kg (according to World Health Organization, the recommended amount is around 220 kg). For comparison, in Poland the consumption of milk and dairy products was 222kg per person in one year and in Czech Republic it was 247,5 kg¹⁸. Milk and dairy products are very important in healthy nutrition of people, mainly because of valuable representation of quality proteins in milk with a significant spectrum of essential amino acids, vitamins and minerals¹⁹. From researched generations the biggest consumers of milk come from Y generation – 22 respondents consume milk daily (from 50). Generation Z drinks milk 1 – 2 times per week. Yoghurts are consumed by all generations 1 – 2 times per week (generation X (33/50), generation Y (28/50) and generation Z (27/50)). Sour milk products are consumed less – respondents from generation X consume this kind of dairy product not more than 1 or 2 times per month (17/50) or occasionally (17/50). The generation Y consumes sour dairy products occasionally as well (19/50). In Slovakia, the consumption of cheese and cottage

18 *Spotreba mlieka a mliečnych výrobkov na Slovensku zaostáva za Európou*. [online]. [2019-09-28]. Available at: <<https://www.hlavnespravy.sk/spotreba-mlieka-mliecnych-vyrobkov-slovensku-zaostava-za-europou/1683430>>.

19 KURAJDOVÁ, K., TÁBORECKÁ-PETROVIČOVÁ, J., KAŠČÁKOVÁ, A.: Factors Influencing Milk Consumption and Purchase Behavior – Evidence from Slovakia. In *Procedia Economics and Finance*, 2015, Vol. 34, No. 1, p. 574.

cheese exceeds the recommended consumption. In researched sample, more than half of respondents consume cheese 1 – 2 times per week, it means generation X (29/50), generation Y (25/50) and generation Z (27/50). Part of this groups are very popular and typical traditional Slovak smoked cheese products. The consumption of butter is relatively high in every researched generation (Y (29/50) and Z (37/50) daily, X (23/50) 1 – 2 times per week). Other dairy products (cream, sour cream, milk powder) are consumed occasionally. In research was our interest primary focused on the influence of various product characteristics (factors of product mix) in dairy segment on consumer behaviour. We focused on differences in perception of researched generations. Factors were selected according to their relation to environmentally responsible behaviour of consumer. The results are shown in Table 2.

Table 2: Consumer perception of product mix factors

Factor/ generation	Very important	Rather important	Rather not important	Not important	Neutral attitude
Quality					
Generation X	31	18	1	0	0
Generation Y	38	12	0	0	0
Generation Z	34	15	1	0	0
Composition					
Generation X	24	17	8	0	1
Generation Y	23	21	4	1	1
Generation Z	28	20	2	0	0
Freshness					
Generation X	39	10	1	0	0
Generation Y	44	5	1	0	0
Generation Z	36	12	1	1	0
Expiration date					
Generation X	29	14	5	2	0
Generation Y	24	17	7	0	2
Generation Z	24	20	2	2	2
Package size					
Generation X	12	11	18	8	1
Generation Y	11	17	21	0	1
Generation Z	10	16	13	9	2
Packaging					
Generation X	6	10	22	11	1
Generation Y	9	14	23	2	2
Generation Z	11	13	13	7	6

Origin (SR)					
Generation X	14	24	6	5	1
Generation Y	21	21	5	1	2
Generation Z	22	18	7	2	1

Source: Own processing

From examined product characteristics the most important factors influencing buying behaviour for researched sample of consumers are freshness and quality of dairy products, then it is expiration date, product composition and origin of product. Respondents were choosing mostly negative answers (“rather not important” and “not important”) for packaging and its size. In positive answers comparison there were not significant differences. Some factors were positively ranked more by generation Y. For generation Z was the most important factor packaging (in comparison with other factors and generations). Surprising finding was expiration date perception, which was considered as a very important (77 respondents) and rather important (51). In our opinion longer expiration date of dairy products (except some kinds of cheese) can be in conflict with freshness. Fresh dairy products need to be consumed in a certain time and all methods used for expiration extension are connected with some physical, chemical or biochemical process. For example, fresh milk of high quality, which can be bought in milk machine or on the farm, has an expiration time – 48 hours because of active live cultures and minimal amount of additives. When buying milk in Tetra pack packaging the expiration time is approximately 3-6 months (if the product is stored in a cold place), but this may naturally be reflected in lower milk quality.

The preference of expiration date factor can be the consequence of current life-style and consumer buying habits. Many consumers do not purchase every day, they prefer to make bigger purchase once a week (or even less). They also buy bigger amount of dairy products, which can be keep in fridge. On the contrary, some consumers prefer freshness so they look for buying options on farms (from ecological agriculture too), or specialized stores (for example shops selling bio products). Longer expiration time is clearly connected with packaging of dairy products. In general, respondents stated the packaging as a less important factor influencing their buying decision. This finding was surprising, because the packaging has special function – through the packaging producer can communicate with potential consumer and state a lot of relevant information. Information on packaging are, in fact, really important for

making precise and responsible buying decision (for example on the packaging consumer can find information about product composition, expiration date, origin of product, etc.). In detailed examination we found out most of the respondents (51,3 %) prefer buying milk in Tetra pack packaging. Many respondents (45,3 %) would like to have an option to buy these products in packaging made from glass. These days, glass package for milk is used less than in past. Packaging made from glass would be welcome by all generations but the interest of generation Z was slightly higher (this generation is considered as a generation with higher environmental awareness). In process of buying milk consumers have ecological attitude if they fill their own bottles with milk from milk machines. In some of these machines it is possible to buy even yoghurts or various flavoured milks (but only in plastic packaging). Within the circular economy principles there are more and more „Packaging-free stores“ (in researched region there are 3 of them) but selling milk in these kind of stores is quite difficult. Alternative solution could be having these milk machines inside of zero-packaging shops (by following strict hygiene standards also another dairy products could be sold there).

Answers of respondents about the origin of product were also interesting (Slovak dairy products). For respondents of all generations, it is important, or rather important factor. In generation comparison the answers of generation X respondents were surprising (we assumed the biggest interest in Slovak products will have generation X) – 22 % of asked respondents stated that Slovak origin is not important for them. For generation Z it was 4 % less of same answers, for generation Y negative answer (rather not important or not important) choose only 12 % respondents. The interest of respondents corresponds with current supply on the market – Slovak milk represents in Slovak stores 67 % of all milk supply, for dairy products it is 42 %. We assume that stated numbers will raise because of government support of domestic production. Besides that, domestic products have been supported by state promotion of verified Slovak products, which was related with discussion about different quality of imported products. Within factors of distribution mix we were interested in availability factor and its importance for buying decision making. The majority of researched sample stated this factor as important or rather important. The positive answers dominated primary in generation Z. Consumers born as generation Z behave more environmentally, what means they prefer shorter distance of stores selling milk and dairy products (Table 3).

Table 3: Consumer perception of distribution mix factors

	Very important	Rather important	Rather not important	Not important	Neutral attitude / I don't know
Store availability					
Generation X	19	16	8	6	1
Generation Y	18	15	12	5	0
Generation Z	22	21	5	0	2
<i>Total</i>	59	52	25	11	3
Store type					
Generation X	5	11	14	15	5
Generation Y	12	18	11	6	3
Generation Z	11	10	9	16	4
<i>Total</i>	28	39	34	37	12

Source: Own processing

Type of store, what consumers are buying milk and dairy products in wasn't so important for them. Negative answers (rather not important, not important) respondents selected just slightly. The majority of respondents of all generations buy this kind of products in self-service shops, supermarkets and hypermarkets (together with another products). What is interesting, selling products directly from farms prefer respondents from generations Y and Z slightly more. Selling through milk machines or from car (with filling own bottle) is less popular (in generation comparison more important for generation Z). In these types of selling can be consumer sure about buying fresh and Slovak products.

Conclusion

In the context of negative trends in the nature environment, the importance of solving problems and questions connecting environment and current lifestyle is increasing. One of the opportunities today is the circular economy implementation - new, environmentally oriented economy model, which requires participation and cooperation of all market subjects – states, companies and consumers. In the paper we focused on examination of consumer perception of selected environmental aspects in consumer buying process of dairy products in one of the regions in Slovakia. The

results of our research confirmed that environmental factors (in product and distribution mix) are not the most important for consumers (all generations). The positive findings were related to generation Z (which is generally considered as an environmentally sensitive generation) for example in context with product packaging and its size, availability of product or store type where the dairy products are sold. We assume the reason of research findings is the lack of relevant information or the lack of consumer environmental awareness. Intensive consumer education and targeted marketing communication with emphasis on environmental characteristics could be appropriate solutions.

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Contact data:

assoc. prof. Ing. Zdenka Musová, PhD.
Matej Bel University
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
zdenka.musova@umb.sk

Ing. Eva Poliačiková, PhD.
Matej Bel University
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
eva.poliacikova@umb.sk

Ing. Jennifer Drugdová
Matej Bel University
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
jennifer.drugdova@umb.sk

MARKETING COMMUNICATION AND CROSS-BORDER TOURISM: CASE STUDY OF YOUNG PEOPLE IN THE CZECH-GERMAN BORDERLAND

Lukáš Novotný

Abstract

The study focuses on the role of communication in the offer of cross-border cultural tourism. The research questions are: 1) what is the role of the media, advertising and social media in cross-border tourism offer; 2) what obstacles do students see in attending cultural events in neighbouring countries and 3) what communication deficiencies do students see? Theoretically, the study is based on the terms of marketing communication, destination management and cross-border tourism. The study presents the results of a questionnaire survey among students of universities in Dresden and Ústí nad Labem. In conclusion, the study provides recommendations for improving marketing communication and communication strategy in cross-border tourism in the Euroregion Labe/Elbe.

Key words:

Borderland. Cross-Border Tourism. Czech Republic. Destination Management. Germany. Marketing Communication.

Introduction

The planning, design, management and marketing of experiences for tourism markets is a major challenge for tourism destinations and providers in a globalized and highly competitive market. Cross-border destination marketing is more challenging than other goods and services. The basis of competitive advantage shifts from tourism resources only (destination marketing) to a location-based or region-wide integrated management (place marketing).¹ In this study we discuss and synthesize theories and principles for strategic marketing and management of tourist destinations and demonstrate ways, in which to further develop the concept of destination competitiveness for application in the Czech-German Borderland, specifically in the Euroregion Labe/Elbe. The aim

1 For more information, see: BÖHM, H., DOKOUPIL, J., JEŘÁBEK, M.: *Crossing the Borders. Studies in the cross-border cooperation within the Danube Region. Case Study The Euroregion Šumava-Bayerischer Wald/Unterer Inn-Mühlviertel*. Budapest : Central European Service for Cross-Border Initiatives, 2016.

of this study is to analyse the specifics of cross-border cultural activities between Czechs and Germans with a focus on existing marketing communication and possibilities of its development, and to identify challenges facing these on an interregional level in cross-border tourism collaborations. The study focuses on students, because it is a young generation, that will generate future local elites, which will significantly shape local communities as well as the structure of cross-border contacts. The objectives of the study are to enhance the academic knowledge of cross-border cultural tourism development and its associated challenges, but also to provide new knowledge of challenges associated with cross-border tourism to the public sector in the Euroregion Labe/Elbe. The study focuses mainly on the role of communication in the offer of cross-border cultural tourism. The following research questions are:

- What is the role of the media, advertising and social media in cross-border tourism offer?
- What obstacles do students see in attending cultural events in neighbouring countries?
- What communication deficiencies do students see?

In conclusion, the study will provide recommendations for improving marketing communication in cross-border tourism in the Euroregion Labe/Elbe.

1 Theoretical Framework

Theoretically, the study is based on the terms marketing communication, destination management and cross-border tourism. The Marketing Communication refers to the means adopted by the companies to convey messages about the products and the brands they sell, either directly or indirectly to the customers with the intention to persuade them to purchase.² Marketing communication includes Advertising, Sales Promotion, Events and Experiences (sponsorship), Public Relations and Publicity, Direct Marketing, Interactive Marketing, Word-of-Mouth Marketing, Personal Selling. These tools of communication are collectively called as Marketing Communication Mix. There are many ways, how the marketing specialist working in the sector of tourism,

2 HOLDEN, N. J.: Knowledge management: raising the spectrum of the cross-cultural dimension In *Knowledge and Process Management Journal*, 2001, Vol. 8, No. 3, p. 156-162.

better said in the sector of the massive tourist destination, could wake up the interest of potential visitors for visiting selected tourist destination. Communication is one of the four traditional marketing instruments within the marketing mix. Because of the characteristics of the tourism product it plays an extra-important role in tourism. When it comes to a goal-oriented orientation of all communication measures a tourism communication plan is indispensable. The target groups of tourism communication are potential and existing customers as well as the public, distribution channels and employees.³ Destination management is the coordinated management of all elements that make up a destination, including the attractions, amenities, access, marketing and pricing. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination. Joined up management can help to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.⁴ Cross-border tourism can be defined as the activities of persons traveling across the border to stay in places outside their usual environment for a reasonable period of time.⁵ Border tourism is the temporary displacement of people to the dividing line between two countries contiguous areas. This activity promotes the economic development of these geographical regions.⁶

- 3 HEINRICH-FRANKE, Ch.: Comparing Cultures of Expert Regulation: Governing Cross-Border Infrastructures. In *Contemporary European History*, 2018, Vol. 27, No. 2, p. 281-299.
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2 Case Study and Methods

The Labe/Elbe Euroregion is an interregional area comprising southern Saxony and northern Bohemia. On the Saxony side it embraces mainly the region of Dresden and Pirna and on the Czech side it includes the regions of Ústí nad Labem and Děčín. In total, this region incorporates 64 municipalities. The largest population growth has been recorded in the largest cities such as Dresden, Pirna, Ústí nad Labem and Děčín. The research was carried out as part of the Czech-German project “kultura.digital”, which aims to create a smart cross-border destination management in the field of modern art. For this purpose, from November 2018 to January 2019, students were interviewed at the universities in Ústí nad Labem and Dresden. The aim of the survey was to identify the attitudes of students of both higher education institutions towards cultural life and cross-border tourism, especially towards modern art. The research team inquired about how students were getting information and what they were missing when searching for this information about cultural offerings in the city they study in (and some even live in). The inquiries also focused on attitudes towards the neighbouring country and cultural offerings there. There were 580 respondents on the Czech side and 828 on the Saxon side. The survey was conducted over the Internet via the *soscisurvey.de* programme, which was optimized for Czech and German respondents in their respective languages. On the Czech side, women accounted for 66 percent, men for 34 percent, on the German side women accounted for 56 percent, the rest were men. The age group was limited to 18 to 26 years in both groups. In terms of whereabouts, 63 percent of the respondents come from the former Ústí nad Labem and its vicinity, and in the case of the Saxon sample, the proportion of people coming from the Dresden District (Landkreis) is 35 percent. The others study there, but they live in the neighbourhood, on the Czech side mostly within 50 kilometres of their university, in Saxony the limit is 100 kilometres. Our research region, i.e. Euroregion Labe/Elbe with centres in Ústí nad Labem and Dresden, offers numerous opportunities for cooperation and bilateral activities in culture (Novotný 2018). Naturally, the most intense ones can be found among institutions in the largest cities, Ústí nad Labem and Dresden, which are both university cities. The range of cultural offerings in Dresden with half a million inhabitants is certainly significantly wider than that in Ústí nad Labem, and the centrifugal capacity of both cities in terms of meeting cultural demand in nearby regions is also quite different in the two cities.

3 Results

Regarding the evaluation of cultural events and activities in Dresden, most of the respondents are satisfied. The figures are unambiguous, with almost 94 percent of them to claim so. This is particularly remarkable when compared to the answers given by the Czech students. 42 percent of students from Jan Evangelista Purkyně University expressed a positive assessment. In any case, while we do not really see any negative assessment with Saxon students, one in four students from the Czech sample of respondents consider cultural offerings to be poor. Indeed, the data are difficult to compare here as the different size and cultural significance of the two cities have already been pointed out. Nevertheless, it is again becoming apparent how the current planning of cultural activities in Ústí nad Labem is perceived in a rather ambivalent manner. Of course, it is up to other and probably above all qualitative approaches to look for more specific causes of this situation.

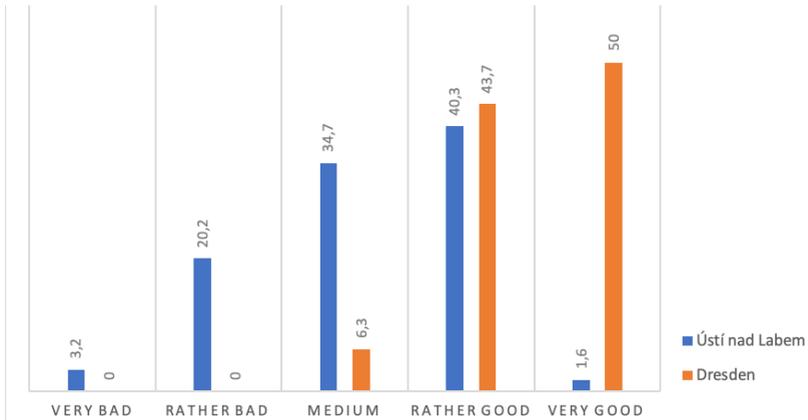


Chart 1: Evaluation of cultural offerings

Source: Own processing

German students also expressed themselves considerably more positively in another question, which focused on assessing cultural activities in terms of their diversity, availability, cost and content. In all these respects, their assessment seems to be more positive, considerably more frequently as rather or very good. While the responses of Czech students show similar trends, the structure of agreeing or disagreeing answers is different. We can see the differences mainly in the “diversity of cultural offerings” issue, which - in line with the responses to the previous

question - is perceived more positively by the Saxon students than by the students from Ústí nad Labem, and there are also differences in the evaluation of the “content”. Similarly, when it comes to the “availability” of cultural events and activities, it is interesting that students from Dresden consider them to be more accessible than students from Ústí nad Labem. On the contrary, the least differences in attitudes were detected in the answers to the question of the “cost” of culture. Roughly one in four students in both surveyed cities consider the price to be very or rather good, which is where the responses agree.

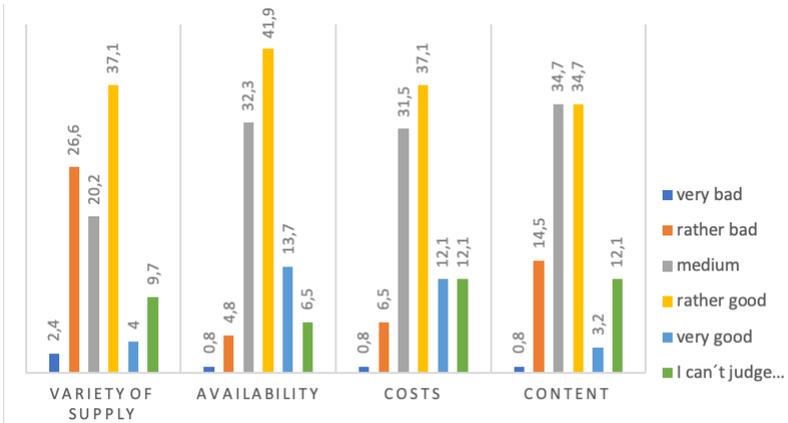


Chart 2: Ústí nad Labem: Evaluation of cultural offerings

Source: Own processing

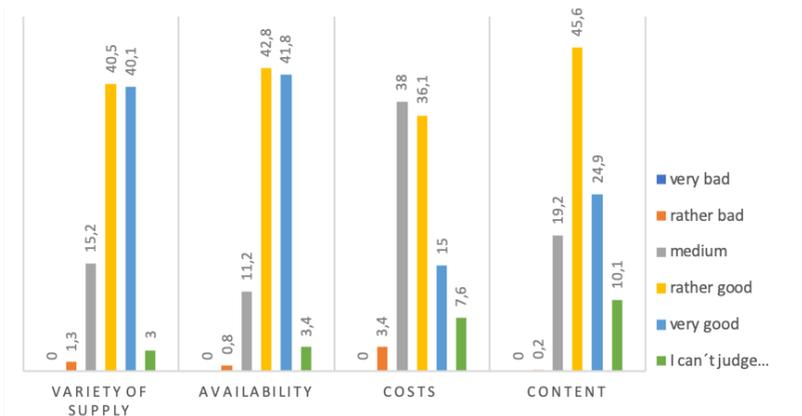


Chart 3: Dresden: Evaluation of cultural offerings

Source: Own processing

If we then ask what institutions or kind of art the students visited last year (given that the survey took place at the end of 2018, the question related to that year), once again we cannot see any “predominance” of cultural interest on either side. Czech students put concerts first, followed by visits to theatres. With Saxon students, museums ranked first in data on visits to cultural institutions, with 77 percent of the responses. Interestingly, it is only 42 percent of responses given by the Czech students. This is certainly related to the disproportionately wider range of museum institutions in Dresden. This question also covered visits to other institutions or activities such as opera, ballet or galleries, with students from Germany attending those more often than those from the Czech Republic. In view of the focus of the research project on new forms of culture and art, we also asked whether students attended events related to art in public space. This is evidently a more popular cultural leisure activity for students from Germany, with 47 percent, while it was 31 percentage points less for students in Ústí nad Labem. The so-called offspace, or artist-run space, attracted one in four Saxon students and one in five Czech students in the given year.

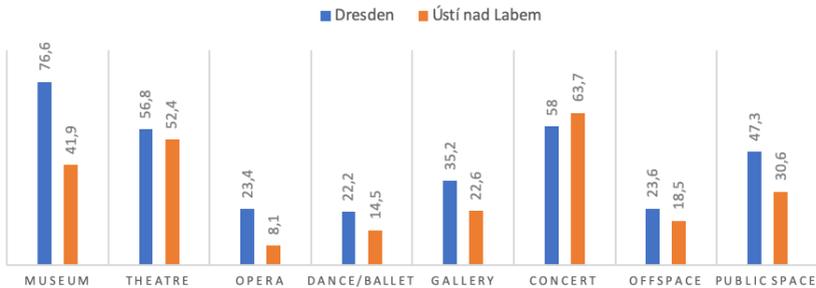


Chart 4: Participation in cultural events in the past year

Source: Own processing

Students often do not feel well informed about the cultural events that take place in the cities where they study. Indeed, 10 percent of Saxon students and 6 percent of Czech students told us that they were not informed at all. A further 30 percent of Germans feel rather poorly informed, which accounts for 40 percent of those who do not have information. The numbers of Czech students are somewhat different, with the proportion of those poorly informed at 17 percent, which means that one in five considers themselves to be poorly informed. In both groups, only a small percentage of students consider themselves well informed. The research also inquired about specific cultural events in the field of art in public

space that took place in the city, or the region, as the case may be, and it was obvious here that lack of information prevailed. In the nationwide context, only 34 percent of Saxon students were able to name the prestigious Dresden Museum of Contemporary Art (Städtische Galerie für Gegenwartkunst), and 11 percent were familiar with the respective collections in the new Albertinum, which focuses on the presentation of contemporary art after being repaired and rebuilt in 2010. Only 13 percent of Czech students recalled the alternative cultural space for art and design Armaturka. It is a late 19th-century factory building, which now provides space for three galleries, residential studios, experiments, workshops, lectures and concerts. Most respondents learn about this form of public art from friends (62 percent of Czech students, 77 percent of Saxon students) and social media (69 percent of Czech and 38 percent of Saxon students). Interestingly, 62 percent of Czech and 48 percent of Saxon students learned about these events through posters and other printed advertising (leaflets, etc.).

In this part of the questionnaire, we also asked whether students were interested in cultural events in the neighbouring country. The number of those interested in both groups of students was virtually identical, i.e. roughly one in three (36 percent on the Czech side and 28 percent on the German side), however, the cultural event itself was attended in the neighbouring country by significantly fewer respondents in 2017 (18 percent of Czech and only 6 percent of German students). Naturally, we need to take into account the different degree of cultural appeal of both cities to students from the neighbouring countries, with Dresden being much more attractive, as well as the language barriers that may occur. The question then arises, which will probably have to be asked in the future, as to what extent the cultural offerings of both cities or both border regions could be more interconnected, for example in the form of student discounts, mobile applications or better promotion in the language of the neighbouring country. Similarly, universities and, in particular, the relevant destination agencies in both countries and cities will have to evaluate themselves whether or not they see a sufficient potential and relevant target groups for cross-border cultural tourism in such discount programmes and in students and young people in general. In other words, they will have to assess whether it is worthwhile to focus the attention of municipal or regional institutions and destination agencies in this direction. We also asked why students had not yet attended some of the cultural events in the neighbouring country. In most cases, it is because they have not shown interest in it (46 percent of Czech and 69

percent of German students), because they have no information about it (53 and 58 percent, respectively), time (49 and 23 percent, respectively) and because it is too expensive for them (12 and 9 percent, respectively). This confirms a certain shortage of information which, if removed, would probably help to increase participation in the events in the neighbouring country. In this respect, it is also a challenge for cross-border cultural management and cross-border planning of relevant institutions.

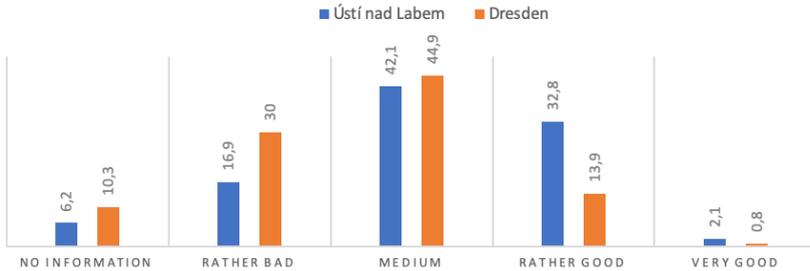


Chart 5: Sense of awareness and interest in culture

Source: Own processing

The students were also asked about how they would like to be better informed about the cultural events and activities in the Elbe Euroregion where both university cities are located. However, given the dominance of Dresden and Ústí nad Labem, this can in fact be applied to the awareness of cultural offerings in these cities. What they would appreciate most, according to the responses, namely more than two thirds of them on both sides of the border, is a well-arranged calendar of events, probably on the Internet, where they could easily find information about these events. They might also appreciate information about prices since, after all, the cost of events is a significant criterion for a certain percentage of them. On the Saxon side, there is a demand for more information about artists or events in general, as well as advertising, and about one in three would appreciate a map, most probably an interactive one, posted on social networks, showing geographical location of the events. This requirement could also be met, for example, by a mobile application, a trend that is gradually expanding in the field of cultural advertising, too. We would then have to consider whether to implement this in the border area of the Euroregion Elbe/Labe.

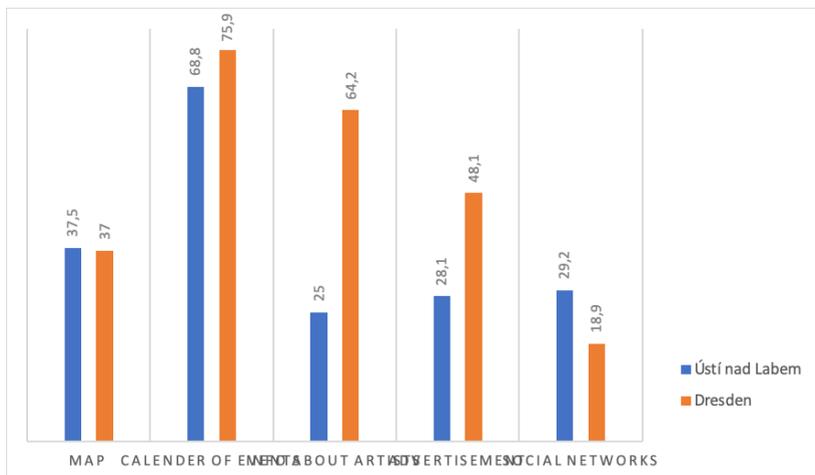


Chart 6: Information on culture in the neighbouring country

Source: Own processing

Conclusion

The survey, which was the main content of this study, has revealed deficits that should be subject to both municipal planning in the field of cultural marketing, but also in cross-border activities and cross-border marketing.⁷ It is obvious that the results point to an information deficit in cultural and contemporary art issues. Most of the respondents do not know about specific events of relevant regional and local cultural institutions. Students are mostly uninformed and do not know where to search for information. It cannot be said, however, that students are not interested in events in the neighboring country, but there are several barriers to be removed:

1. organizational and information barriers as it is necessary to make it clear in terms of destination marketing whether it is students that are to be the target group, and if so, it is necessary to choose an appropriate marketing communication towards them as the target

⁷ See also: ZICH, F., ANÝŽOVÁ, P.: *Konfrontace hodnot v pozdní modernitě. Česko a Hlučínsko v evropském kontextu*. Prague : Sociologické nakladatelství SLON, 2016.

- group; lack of bilingual sites⁸ with cultural offerings, despite the fact that both cities are only about 70 km away, and also innovative approaches in destination marketing (e.g. web application);
2. financial barriers⁹ as we observe that these costs are an obstacle to visits to cultural events, which is true not only for the Czech students to Saxony, but also in the opposite direction and;
 3. logistical barriers, which are very closely linked to finances: these are, in particular, transport costs, more support for efficient and cheap cross-border transport with a discount system that may as well be linked to the very participation in cultural events. There is still a need for substantially more efforts by cross-border institutions or working groups - that is, if they want to see young students meet and participate in events offered in the neighbouring towns and villages, especially on the Dresden-Ústí nad Labem axis.

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Contact data:

assoc. prof. Dr. phil. Lukáš Novotný, M.A.
Czech Technological University in Prague
MIAS – School of Business
Kolejní 2637/2a
160 00 Prague 6
CZECH REPUBLIC
lukas.novotny@cvut.cz

ON MODELS OF CONSUMER'S REACTION ON COMMUNICATION TOOLS - IN THE CONTEXT OF NEW MARKET REALITIES

Marek Prymon

Abstract

Evolution of tools of digital communication means not only new practical opportunities, but also it creates big challenge for classical theory of marketing, not only marketing communication. Sometimes an answer to these challenges is proposals to abandon some traditional standards, sometimes it is proposals to modify them and finally, as easy way, just developing new theory without any references to the past. The thesis in the paper is that new digital tools require new approach to both the overall theory of marketing and especially to fundamentals of marketing communication theory. Other thesis is, however, that e-communication shouldn't be regarded as a substitution for traditional communication, but instead, it should be fruitfully combined with it. The paper represents some conceptual framework aiming at explanation of what, objectively, should be modified in classical models of consumer's reaction on communication tools.

Key words:

Communication Models. E-communication. Hierachy of Effects Model. Marketing Communication. Relational Direct Response.

Introduction

Rapid evolution of marketing is constituted not only by appearance of new, digital tools, but also by other factors . Some them are interrelated : growing acceptance for the role of communication as a part of marketing, growing acceptance for branding as a fundamental marketing tool , growing role of direct relations between organization and its publics. Other factors are ambigious: trend towards consumers who care about sustainability and responsibility but also consumers with hedonic attitudes, fun searching entities.All the above factors should be considered as influential upon traditional models of consumers reaction on communication tools.

1 Models of Consumer's Reaction to Communication

Traditional school of marketing communication requires for effective communication to understand how consumer reacts to organization's communication efforts. This reaction is a complex process. In short, we call it a process of consumer's reaction. It allows for making it different from broader concepts called processes of communication. The process of consumer's reaction is usually shaped in models. Popular models of the same process have different names but, in general, commonly accepted name is models of hierarchy of effects¹. Widely used models are sequential models:

- Model AIDA proposed by Strong in 1925 suggested that salespeople should have in mind steps through which prospects would pass : attention, interest, desire and action ². This model originally was addressed to personal selling as a tool ³.It is easy to criticize the model for simplicity and risky assumption of logical behaviour of a prospect (thinking before feeling emotion), nonetheless it has still some practical use. For instance, it helps to analyse the structure of an ad.
- Model of Lavidge and Steiner is more complex. It introduces following steps : awareness, knowledge, liking, preference, conviction and purchase⁴. This model suggests that advertising effectiveness can be measured in terms of its ability to move people along the mentioned steps⁵. It is useful not only because it suggests being more precise in planning communication tools. It also creates good framework for integrating different tools (for instance using PR for gaining initial stage, or using sales promotion for gaining final conviction from the side of a prospect). Like AIDA model also Lavidge and Steiner's proposal subjected to criticism .For instance Schultz and Schultz see as basic faults of the model : ignoring impact of competitive messages, no practical evidence for its correctness , assumption

1 FILL, Ch.: *Marketing Communication. Contexts, Strategies and Applications*. Harlow : Prentice Hall, 2002, p. 314.

2 For more information, see: STRONG, E. K.: *The Psychology of Selling*. New York : McGraw Hill, 1925.

3 NYLEN, D. W.: *Advertising:Planning ,Implementation and Control*. Cincinnati : South-Western Publishing Co., 1975, p. 503.

4 LAVIDGE, R. J., STEINER, G. A.: A model for predictive measurements of advertising effectiveness, In *Journal of Marketing*, 1961, Vol. 25, No. 1, p. 61.

5 NYLEN, D. W.: *Advertising:Planning ,Implementation and Control*. Cincinnati : South-Western Publishing Co., 1975, p. 504.

- that it is attitudinal change, not consumer behaviour, that results in sales⁶. Some criticism may be concerned with direction of effects. For instance, some consumers are likely to read the text of an ad after, not before, the purchase. It may be dependent on whether products are of heavy or of low involvement. So one should have in mind reverse hierarchy.⁷ Most of sequential models are focused on attitudinal change (Dagmar, ATR, Dipada, Roger's model etc.).
- Model of information sequence stresses information processing and contains as stages: presentation, attention, comprehension, yielding, retention and behaviour⁸. Fill indicates as an advantage of the model inclusion of retention (of information) as a stage, because it means provision for the situation when the purchase is postponed.

Apart from sequential models there are also concepts of non-sequential models of consumer's reaction. Some models provide more detailed insight into consumers reaction to advertising. Some models are focused on cognitive processes. Wright proposed to assess the thoughts people may have as they read, view or hear the message. By asking people about their actual thoughts a marketer can prepare and control the campaign.⁹ Some models stress the role of feelings and emotions¹⁰. Other models include additional factors like previous experience or attitudes towards brands.¹¹ In general, it can be said that those models are not substitute for sequential models in terms that they develop stages included in sequential models rather than change their logic.

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- 6 SCHULTZ, D., SCHULTZ, H.: *The Next Generation. Five Steps for Delivering Value and Measuring Returns Using Marketing Communication*. Boston : McGraw Hill, 2003, p. 86.
 - 7 NYLEN, D. W.: *Advertising: Planning, Implementation and Control*. Cincinnati : South-Western Publishing Co., 1975, p. 506.
 - 8 McGUIRE, W. J.: An information processing model of advertising effectiveness, In DAVIS, H. L., SILK, A. J. (eds.): *Behavioural and Management Science in Marketing*. New York : Ronald and Wiley, 1978, p. 157-179.
 - 9 WRIGHT, P. L.: The cognitive processes mediating the acceptance of advertising, In *Journal of Market Research*, 1973, Vol. 10, No. 1, p. 54-61.
 - 10 AMBLER T.: Myths about the mind : time to end some popular beliefs about how advertising works. In *International Journal of Advertising*, 1998, Vol. 17, No. 1, p. 502-508.
 - 11 FILL, Ch.: *Marketing Communication. Contexts, Strategies and Applications*. Harlow : Prentice Hall, 2002, p. 503.

2 Premises for Modification of Models of Consumer's Reaction

Important trends inspiring to revise traditional view of communication are: trend towards sustainability and responsibility and trend towards recognising consumers as fun searching entities, not ones who are lead by the need to solve concrete consumption problems Any consideration of reactions of consumers on company 's communication should take into account some interpretation of general nature of a consumer. This is a field of some confusion. Very positive assumption about the nature of a consumer is that „modern consumer” is wise and responsible, one who cares about an environment and about ethics. Under the framework of Marketing 4.0 concept market is community of fully conscious buyers, who co-create the product¹² Opposite interpretation of today's consumer is that he or she is not focused on concrete functional utilities of a product to solve concrete consumption problems. Instead, he or she is searching for a fun and excitement. It was proposal by Schmitt that we are in the middle of revolution that will replace traditional feature-and -benefit marketing with experiential marketing¹³. Under the so called experiential marketing consumer is an entity who reacts to an offer with all senses. In general, consumer is searching for a fun and excitement. Such assumption would necessitate more complex approach to communication tools, the need to enrich them, and the need to use different tools simultaneously. In the light of above trends it seems that in communication it is not possible to accept one interpretation of the nature of contemporary consumer. Instead it's better to see different types of consumers as partners in communication.

Next trend is growing acceptance for the role of communication as a part of marketing. Originally, communication or in narrow sense promotion, used to be considered only as a part of marketing, subsystem of marketing mix. Today it started to dominate whole marketing. The whole marketing today may be interpreted as communication between organization and its publics and creation of value. New access to direct, digital touch with individual consumers creates impression as if communication should dominate, and even replace traditional marketing tools. In tradition of marketing, basic link with consumers was, in part, secured within the

12 KOTLER, Ph., KARTAJAYA, H., SETIAWAN, I.: *Marketing 4.0*. Warszawa : MT Business, 2017, p. 64.

13 SCHMITT, B.: Experiential Marketing. In *Journal of Marketing Management*, 1999, Vol. 15, No. 1, p. 54-66.

framework of marketing research. New digital opportunities lead to impression that what used to be gained using mass research- information from consumers – now can be gained directly using simple software. It may be either simple information about what consumers want or more complex models explaining consumer behaviour, models that are based on digital observation. So some observers may be optimistic about effectiveness of e-marketing activities, including effectiveness of communication. New information realities inspired me to publish an article with a little bit provocative tittle - Is marketing research still necessary in the real world ?¹⁴. Not doubt that new digital technologies mean great opportunities, but they also create new challenge: to control effects of different communication tools and to control their cognitive, affective and behavioural effects. Other trend is growing acceptance for branding as fundamental marketing tool. This trend is expressed in a proposal by Al Ries -Let's Get Real: It's Not Marketing We Do Today, It's Branding¹⁵ . Originally branding used to be considered, logically, as a part of product attributes alongside with packaging, warranties etc. It can be advocated that this traditional and analytical approach to product and branding, is still useful. It reflects real decisions made by marketers.

Opposite approach to branding is „all inclusive” approach which covers all perceptions concerned with a firm's offer. The only rationale for this broad interpretation of branding is that today consumers are highly influenced by psychological aspects of what they buy. So it is useful for a firm to control total psychological effect of products and firm's behaviour. What can still be added is that role of branding is higher today than it was in the past because of growing competition between products. Concrete differences between them are not readable for consumers. Branding creates some specific reality influential upon consumer's reaction. However, what should not be missed is that if consumers may feel some total of perceptions, marketers have to deal with many concrete decision variables. Finally, we should see as a trend, growing role of direct relations between organization and its publics. The trend towards

14 PRYMON, M: Is Marketing Research Still Necessary in The Real World? In KARASAVVOGLOU, A., GOIĆ, S., POLYCHRONIDOU, P., DELIAS, P. (eds.): *Economy, Finance And Business in Southeastern Europe and Central Europe*. New York : Springer International Publishing, 2018, p. 690-694.

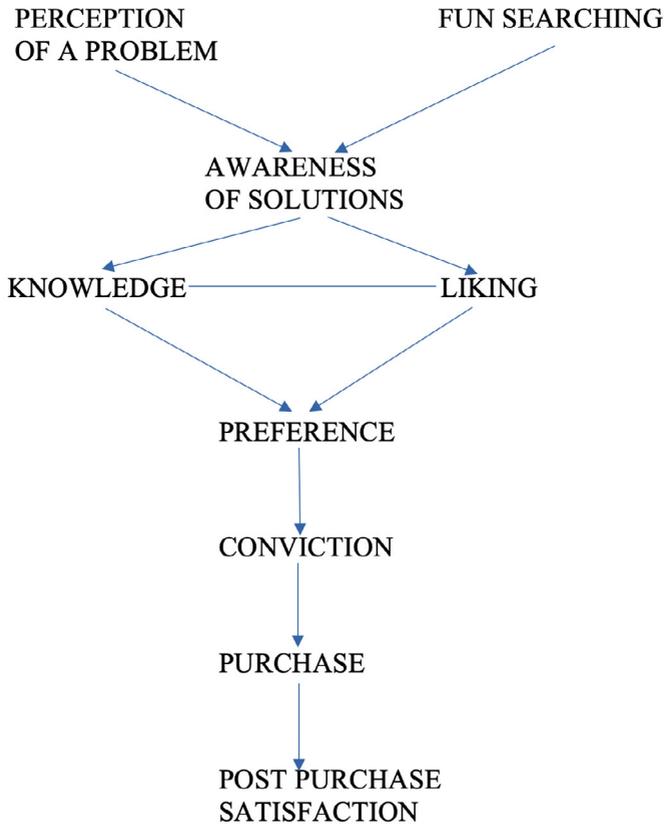
15 RIES, A.: Let's Get Real: It's Not Marketing We Do Today, It's Branding, 2011. [online]. [2019-11-02] Available at: <<https://adage.com/article/al-ries/marketing-wrong-term-branding/230776>>.

appreciation of long term relations with clients instead of searching for new clients, is to high extent, a reaction to growing uncertainty on the market. Close relationships with clients are becoming easier in the light of information technologies. What is unique benefit of new technologies used in communication in the context of relational marketing, is that communication can be personalized¹⁶. This makes impression that communication with clients is simpler than it was in the past. All the above factors should be considered as influential upon traditional models of consumers reaction on communication tools.

3 Proposed Model

The purpose here is not to build all inclusive model of communication. It seems impossible to cover within one model all factors and mechanisms that may explain how behave consumers. The model is focused only on direct relations between company's communication activities and potential for growing readiness of a prospect to become consumer. At the beginning two alternative stages are placed. The first is compliant with traditional, positive view, that the reason for consumers to enter the market is having concrete problems. Since then, the main task for marketer is helping consumers to solve their problems. This view mean that there should be link between consumers' problems and offers or potential offers, and next the content for the message in communication. In the case of fun searching, however, no specific offers are necessarily involved. This, one side, provides marketers with broad spectrum of possibilities, but on the other, with greater risk of offering really adequate offers. Awareness of solutions is, in part, dependent on marketers' action, but to an extent on consumers' experience. Knowledge of consumers comes from their previous experience or is learned from existing sources. Liking may appear before consumers have got the knowledge, and it is liking that may induce them to try to get some knowledge. It should be also accepted that some level of the knowledge may lead to the effect of liking. Preferring the marketer's offer over competitive one is constituted by both knowledge and liking also by many kinds of information gained received by consumers and variety of other factors.

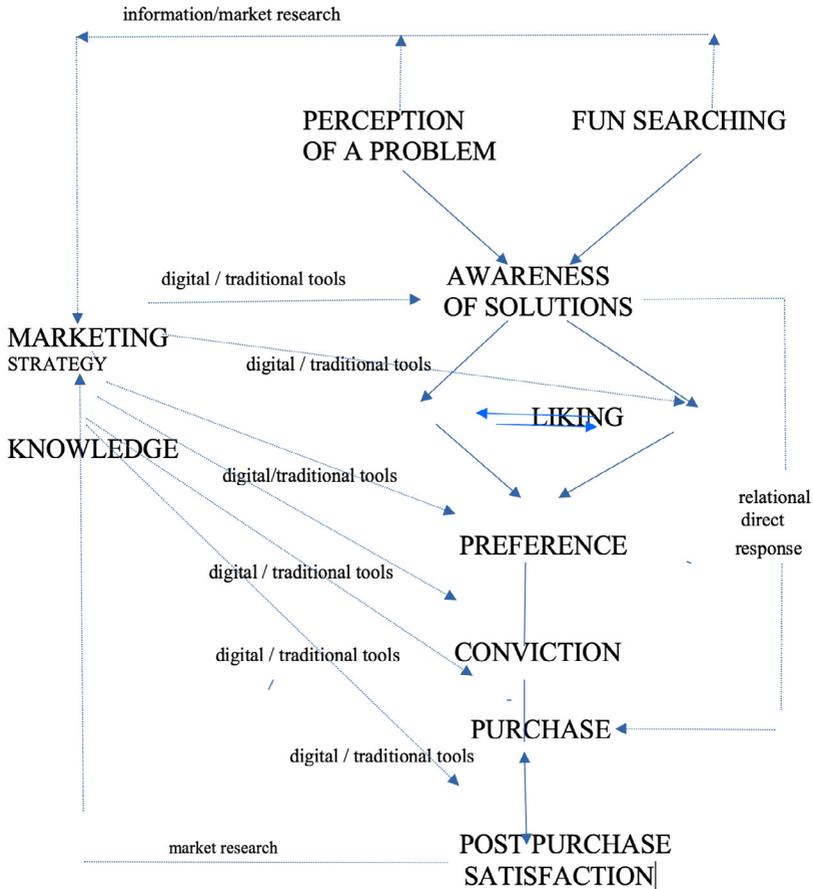
16 GRONROS, Ch. :Keynote Paper: From Marketing-mix to Relationship Marketing-toward a paradigm shift in marketing. In *Management Decisions*, 1997, Vol. 35, No. 1, p. 334-337.



Picture 1: Modified model of consumer's reaction to company's communication

Source: Own processing

Conviction as a stage is confirmation of initial preference and can be either enforced or weakened by specific circumstances. The need for retaining previous consumers gives the rise to the role of post purchase satisfaction. This satisfaction may lead to repetitive purchase and advocacy for the product. As has been already noted, traditional models of consumers' reaction are primarily concerned with a new purchase. The above model is concerned with both new and repetitive shopping. Main function of models of consumers' reaction is to provide a platform to plan the use of communication tools. More specific function can be allowing for integrating different tools. The illustration 2 shows some links between consumers reaction and adequate communication tools.



Picture 2: Consumers’ reactions to communication and potential communicational tools

Source: Own processing

The starting point is getting market information on consumer’s problems or fun searching attitudes. Creating awareness of consumers may require typical information provided by informative e-communication. However, direct message may not be convincing enough and tools like PR can be considered. This is good place for using the social media. Building the knowledge of an offer may be based on information delivered by digital advertising and content marketing. However, the knowledge may also require traditional tools like demonstration of products or free samples. Traditional tool to present the product is interactive personal

selling. Today it can be substituted with digital presentation if it is interactive. Following the logic of personal selling it is possible to enrich communication with consumers, using, for instance, talks on a Skype. Other solution is supplementing digital contacts with traditional phone calls. Preference is a result of comparisons between offers, including competitive ones. So the challenge is not only to formulate adequate information on an offer but referring it to communications used by competitors. Conviction can be gained through social media which are capable of eliminating final doubts of consumers, however classical tools of sales promotion may also enforce an intent to buy -rebates, free trial of a product (if it was not used earlier in the process), behaviour of selling staff or the service level.

Control over post purchase satisfaction is probably the most important challenge resulting from acceptance of relational marketing. It is also the field for communication tools directed to consumers. The model is, in general, sequential and covers full cycle of stages, however there should be two different situations to be taken into consideration. First is, when an organization has established long run and deep direct relations with a buyer. This allows to get an effect of a purchase directly after the touch with buyer. This effects is called at the illustration "relational direct response". In this situation gradual communication with buyers seems to be unnecessary. Similar situation is when consumers are lead by very clear needs. However, when consumers are highly influenced by social forces, this relational direct response is less likely to be gained. The second situation is when prospects are already at cognitive or affective stages. For instance, they may know different offers in the market and have some knowledge of products. As is suggested in the model, at all stages of a model there is an alternative: e-communication or traditional communication tool. No doubt that, in general, traditional marketing tools tend to lose their advantages over digital tools. For instance, as was mentioned earlier, important value of personal selling -selectivity- can be easily implemented in digital advertising. Variety of inducements typical of sales promotion are now possible in tools of e-communication. For many traditional tools digital communication may serve as a vehicle. Nonetheless, growth of the use of e-communication necessitates supporting it with some traditional tools. After all, e-communication provides mainly information as a value, while traditional tools represent the whole range of values. Finally, strategy of communication may require combining traditional with digital tools.

Conclusion

The proposed model shows that in the light of both complex nature of the process of consumer's reaction and growing availability of communication tools, no reasons to replace traditional and digital tools. Instead, it seems useful to evaluate which specific tools are adequate to gain particular stages of consumer's reaction. Very promising is possibility to gain positive reaction of consumers in direct relationships with them. However, growing role of social influences on consumers, changes in organization's environments, and evolving new hedonic attitudes of a part of consumers, require to continue exploring cognitive, affective and conative aspects of consumers' behaviour included in models of communication.

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Contact data:

prof. Marek Prymon

University of Economics

Faculty of Management, Informatics and Finance

Ul. Komandorska 118

53-145 Wrocław

POLAND

marek.prymon@vp.pl

THE EROTIC CAPITAL OF MEN FROM THE PERSPECTIVE OF THE SOCIOLOGY OF MARKETING COMMUNICATION

Ondřej Roubal

Abstract

Beauty and human attractiveness are an objective reality, not just a myth. The biological sciences, socio-biology or sociology have long since proven the existence of beauty as a factor which influences a range of circumstances in life. Recently, the theory of erotic capital, which expands and extends the concept of human capital to include a further significant dimension, has begun to develop in sociological thought. Erotic capital is a complex quality which, in addition to physical attractiveness, incorporates sexual attraction, social competence, temperament, sexuality and the ability to present oneself well. The ability of self-presentation is also associated with the ability to groom oneself and to care for one's appearance and body. This dimension of erotic capital is fast becoming an area of interest for the male population in modern societies, which is becoming increasingly prepared to invest significant funds in self-grooming. We have endeavoured to support the hypothesis that a relationship exists between the efforts to increase one's attractiveness and the desire for success. That which can be designated as "grooming" is becoming a growing economic branch supported by an increasingly massive marketing industry, but also an important individual life strategy for men who are motivated by an orientation towards success. It has been shown that physical beauty and attractiveness are consciously associated with the achievement of success.

Key words:

Beauty. Erotic Capital. Marketing Communication. Men. Physical Attractiveness. Success.

Introduction

The theory of erotic capital was originally developed in sociology as a specific type of capital which is making an increasingly significant contribution to the achievement of success in life alongside social, cultural, economic, symbolic and human capital and not only in modern societies. The British sociologist Catherine Hakim¹ is currently involved in the systematic development of the theory of erotic capital as a continuation of the research into both the concept of human capital

1 HAKIM, C.: Erotic Capital. In *European Sociological Review*, 2010, Vol. 26, No. 5, p. 500-517.

which was especially promoted by Gary Becker² in the economic science of the 1960s and of the well-known and respected sociological theories of Pierre Bourdieu³, which have provided an original explanation for social inequality and its reproduction in modern societies using the concept of economic, social and cultural capital. Bourdieu understands capital as a certain capacity or potential which is capable of generating a specific advantage or advantages in relation to other people. Hakim also speculates similarly in that she has ascribed erotic capital the property of a certain capacity which can be actively used and applied in various life situations in the area of interpersonal relations, life with a partner, study or a professional career. At the same time, a number of sociological studies have also empirically demonstrated the measurable effects of erotic capital in the achievement of life successes⁴. There is also extensive empirical evidence available as to the fact that physical beauty and sexual attractiveness not only increase the social prestige of the bearers of this form of capital, but also lead to the strengthening of social capital in the sense of the more effective creation and maintenance of social networks and the availability of useful contacts or higher incomes. More attractive people are also often promoted to executive and managerial work positions by employers⁵. Erotic capital is therefore a significant form of capital which contributes to life successes in an economic and social sense. At the same time, it is also a source of the maintenance and strengthening of social inequalities in various areas of life and it represents a valuable and sought-after asset which can be individually converted into material and non-material advantages. At the same time, it is also distinguished by a psychological component at the level of authentic self-awareness. As such, erotic capital also serves in the construction of one's own identity and concept of self.

- 2 For more information, see: BECKER, G.: *Human Capital: A Theoretical and Empirical Analysis, With Special Reference to Education*. Illinois, Urbana : University of Illinois at Urbana -Champaign 's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship, 1964.
- 3 BOURDIEU, P.: The Forms of Capital. In RICHARDSON, J. (ed.): *Handbook of Theory and Research for the Sociology of Education*. New York : Greenwood, 1986, p. 242-257.
- 4 MITCHEN, D. G., ZIETSCH, B. P., WRIGHT, M. J., MARTIN, N. G., HEWITT, J. K., KELLER, M. C.: No relationship between intelligence and facial attractiveness in a large, genetically informative sample. In *Evolution and Human Behavior*, 2015, Vol. 36, No. 3, p. 241-246.
- 5 MATĚJŮ, M., HAMPLOVÁ, D., HAMPL, P., LOUŽEK, M., WEIDNEROVÁ, S., ANÝŽOVÁ, P., SMITH, M.: *Moc krásy. Pomáhá krása a atraktivita k životnímu úspěchu?* Prague : Karolinum, 2017, p. 183.

We shall endeavour to elaborate and further explain several facts in this paper. Firstly, we will outline erotic capital as a complex quality which not only includes physical attractiveness and appearance, but also a further dimension which contributes to its overall capacity and effectiveness. Secondly, we will point to the need to develop a much more intensive theory of erotic capital in the environment of the male population, where erotic capital is becoming an increasingly visible phenomenon and a means of achieving success in life. Thirdly, we want to illustrate how the male population is increasingly promoting the significance of one of the dimensions of erotic capital in the form of physical grooming using the specific example of the Czech Republic with the support of empirical data from current sociological research⁶. We will endeavour to support the hypothesis that a relationship exists between efforts to increase one's attractiveness and a desire for success. Grooming is an increasingly significant economic branch supported by an increasingly massive marketing industry, but it is also an important individual life strategy for men who are motivated to achieve success. It has been shown that physical beauty and attractiveness are consciously associated with the achievement of success.

1 Can Beauty Be Capital?

The concept of erotic capital first appeared in sociology several years ago. The British sociologist Hakim does not only use this concept to express the fact that physical beauty and attractiveness have to be understood in a far more comprehensive sense and not merely as a static and optically observable quality, i.e. that they must also be perceived and experienced through the social energy of other people which comprises much more than the mere proportionality of the body or symmetry of the face. At the same time, Hakim ascribes erotic capital a similar significance and function to that which we can observe in the case of economic, social and cultural capital. Moreover, the role of erotic capital should continue to increase further and its influence should grow in various spheres of life in our post-modern, digitalised societies where human physicality and beauty are everyday objects of media presentation and commercialisation. Human physicality is being increasingly "eroticised", while sexuality is presented as a mere technical part of life without a

6 MATĚJŮ, M., HAMPLOVÁ, D., HAMPL, P., LOUŽEK, M., WEIDNEROVÁ, S., ANÝŽOVÁ, P., SMITH, M.: *Moc krásy. Pomáhá krása a atraktivita k životnímu úspěchu?* Prague : Karolinum, 2017, p. 98-105.

hint of any links to emotional ties which promises attractive and exciting hedonistic experiences without any obligations. Erotic capital is usually discussed as beauty or physical attractiveness, i.e. in one of its dominant dimensions as embodied and visualised by human physicality and its proportions, shapes, symmetries and other qualities. Beauty and the perception of beauty have a deep philosophical tradition and roots, especially in ancient thought. It represents an anthropological constant of cultural life which is materialised and symbolically articulated in artistic creation, literature, poetry or music. Beauty can also be considered to be a certain type of scarce and sought-after asset which simplifies or may simplify access to material and non-material resources in the form of power, property or prestige. It may constitute a symbol of health, the resilience of the immune system, strength, reproductive success, intelligence, success, satisfaction or exceptionality.

Naturally, some authors have questioned the reality of beauty and its historically anchored objectivity or have relativized the phenomenon of beauty and even defined beauty as merely a construct or myth. Probably the most popular author who has rejected the facticity of beauty is the American feminist Naomi Wolf⁷. According to Wolf, beauty is merely a myth generated by the male section of the population in order to subjugate women. Beauty represents an ideology, whose main sense lies in limiting or reversing the partial successes of the women's emancipation movement. Men have supposedly imposed the idea of beauty as something objective and universally achievable on women. Wolf is of the opinion that it is precisely this fact which is supposed to create new types of barriers in the world of women and to strengthen the inequality of the sexes. According to Wolf⁸, women were not concerned with beauty prior to 1830. However, such a claim is not only called into question by regular historical experience of the life of archaic, traditional and contemporary societies as depicted, for example, in a number of artistic artefacts and philosophical works of antiquity, but also by a number of cultural and ethnographic studies⁹, which have referred to beauty as a universally shared motif of human creation across various cultural worlds.

7 See also: WOLF, N.: *The Beauty Myth. How Images of Beauty Are Used Against Women*. New York : Harper Perennial, 2002.

8 WOLF, N.: *The Beauty Myth. How Images of Beauty Are Used Against Women*. New York : Harper Perennial, 2002, p. 15.

9 GOTTSCHALL, J., ANDERSON, K., BURBANK, C., BURCH, J., BYRNES, C., CALLANAN, C., ZOCCO, M.: The Beauty Myth Is No Myth. In *Human Nature*, 2008, Vol. 19, No. 2, p. 175-187.

2 Erotic Capital

Erotic capital quite certainly contains the attributes of physical beauty as a static quality which can be depicted, for example, in a photograph or a drawing, but this is by no means its sole component. Just as, for example, cultural capital is not anchored purely in the formal framework of achieved education, diplomas, professional qualifications or academic titles, so too erotic capital does not have a one-dimensional quality which can be reduced to just the form of physical beauty. We therefore find that the concept of erotic capital includes the possibility of comprehending sexual attraction, which is sometimes simply defined as beauty, in its comprehensive, multidimensional character. Hakim differentiates between a total of 6 different elements of erotic capital¹⁰. The first of these involves the aforementioned physical attractiveness in its rather static and visual sense which is usually designated by one's physique and face, i.e. by what can be seen at first glance and evaluated relatively quickly. To a certain extent, physical attractiveness is dependent upon cultural-historical patterns of beauty which have been socially accepted and preferred in certain stages of the life of society. The second element, i.e. sexual attraction as defined by characteristics which are typical for the "male" and "female" genders, also constitutes an integral component of erotic capital. Male and female characteristics of the physique and the overall expression of personality are therefore appreciated in this dimension. By contrast, however, the presence of a feminine attribute in men or a male attribute in women is considered to be negative. Thirdly, it is also important to include social competence, communication skills, charm, skill at establishing and maintaining interpersonal relationships or empathy (which is partially a matter of training and the result of the self-improvement of these various social skills, but also partially an innate aptitude pertaining to a psychological personality type and genetic predisposition) as part of erotic capital.

The fourth element involves the overall disposition of the personality, the nature of reactions during mutual communication, types of self-awareness or a sense of humour which is very closely associated with the aforementioned type of personality, its psychological structure and its overall emotional focus. The fifth element comprises the sexuality of personality, fantasy and playfulness, the ability to satisfy a partner, to

10 HAKIM, C.: Erotic Capital. In *European Sociological Review*, 2010, Vol. 26, No. 5, p. 500-517.

develop his or her sexual desires and to fulfil his or her wishes within the sexual sphere of life. If we accept the thesis that sex is primarily a female resource¹¹, i.e. something which women provide men with and not vice versa, this element of erotic capital constitutes a dominant characteristic of the female gender which moderates the naturally higher activity and imagination of men in sexuality and further channels this according to its own possibilities, needs and interests. The final, sixth element of erotic capital is the ability to present oneself, the art of appearing elegant, groomed or stylish. This capacity of erotic capital is dependent upon the skill and willingness of people to take care of themselves and to groom themselves with the objective of appearing attractive. Self-presentation also includes the manifestation of a certain social position or professional career with the assistance of external stylised modifications and as such the formation of one's own image which we then monitor and wish to have confirmed in the eyes of others. It is necessary to point out that erotic capital is in no way merely a part of the female life strategies for the achievement of success in various stages of their biographies, but that it also forms part of male life practices which are widely applied and realised at varying levels of intensity and in different forms and at different extents. Grooming is becoming an increasingly significant and apparent component of the life story of men in our post-modern society which to date has unfortunately only invoked sporadic responses in more systematic and deeper sociological studies into this phenomenon. We will devote more attention to precisely this element of self-presentation here. We will also draw attention to its not insignificant economic and marketing potential.

3 Is It Worth Investing in Beauty?

Within the context of the theory of erotic capital, physical attractiveness which has been purposefully supported and enhanced through the art of self-presentation is a tool for social and economic success. According to a study by Wong and Penner¹², attractive men and women earn 20%

11 MATĚJŮ, M., HAMPLOVÁ, D., HAMPL, P., LOUŽEK, M., WEIDNEROVÁ, S., ANÝŽOVÁ, P., SMITH, M.: *Moc krásy. Pomáhá krása a atraktivita k životnímu úspěchu?* Prague : Karolinum, 2017, p. 43.; WONG, J. S., PENNER, A. M.: Gender and the returns to attractiveness. In *Research in Social Stratification and Mobility*, 2016, Vol. 44, No. 1, p. 114-122.

12 WONG, J. S., PENNER, A. M.: Gender and the returns to attractiveness. In *Research in Social Stratification and Mobility*, 2016, Vol. 44, No. 1, p. 114-122.

more on average in their profession than their less attractive colleagues. Not only has the evident influence of beauty on earnings been confirmed, but the entry of a further variable in the form of “grooming” will also see the influence on income further increase. Put briefly, the findings of the authors of this study have shown that the influence of above average grooming on the amount of income has been found to be more significant than the influence of mere beauty, which admittedly does positively influence the amount of earnings, but not as significantly as the “grooming” effect. Moreover, this finding is supported by the fact that below average beauty is a less serious circumstance with regard to reduced professional success in the material area than below average grooming (sloppy dressing, uncombed hair, dirtiness and so on), which presents a greater threat to any achieved earnings than the below average attractiveness of an individual’s physical appearance. Self-presentation, which depends on an ability and willingness to take care of oneself, to cover up any inadequacies and on the contrary to enhance and emphasise any positive elements of one’s appearance, is therefore something which it is worth investing in.

According to the stereotype, investments in beauty and being attractive are mainly ascribed to the female population. Grooming is also often described as a female phenomenon in advertisements, while many marketing and sales strategies have also been adapted to this stereotype. Despite the fact that, for example, the cosmetics industry has been traditionally associated with women and has been presented in marketing as a predominantly typically female product, the demand amongst men for cosmetic products has been on the rise significantly in recent years and it has become an economically interesting and lucrative market segment, where the economic interests of companies and the efforts of consumers to build and confirm their own identity using products and physical grooming services have come together. Male grooming is defined by its own history and it contains important social and cultural functions. The fact that the male grooming industry has become a highly lucrative economic branch has also been confirmed by other empirical studies. According to Souiden and Diagne¹³, who relied on market research undertaken by L’Oreal, only 4% of the male population declared the regular use of skin creams and other cosmetic preparations

13 SOUIDEN, N., DIAGNE, M.: Canadian and French men’s consumption of cosmetics: a comparison of their attitudes and motivations. In *Journal of Consumer Marketing*, 2009, Vol. 26, No. 2, p. 97.

in 1990, but that figure had risen to 21% of male customers by 2001 and the figures were expected to rise further to approximately 50% by 2015. In the last 20 years, the global growth in the male grooming market has been approximately 4.5% per annum¹⁴.

Grooming is becoming an increasingly important part of the life of the male population and at the same time an attractive economic opportunity for manufacturers and merchants accompanied by massive support from the marketing and media industry. From a sociological point of view, it is also interesting to identify the motivation for men's physical grooming and their willingness to invest increasing material and non-material resources in their own appearance, from which they expect to receive various effects. One of these effects may involve an expectation of success in the form, for example, of a more lucrative profession, higher earnings and more attractive work positions with a greater degree of decision-making and executive power. In recent years, a team of Czech sociologists has concerned itself with precisely the question of the relationship between the desire for success and the care for one's own appearance and overall physical attractiveness. With the help of a representative sample, they have endeavoured to ascertain whether men (but also women), for whom professional success is important, are more interested in how they look¹⁵. The authors of the study have demonstrated that this relationship truly exists. The correlation between an orientation towards professional success and an interest in one's own physical appearance is strong and statistically significant. It is interesting that this correlation is stronger in the case of men who therefore probably place greater hope in the effect of their physical beauty when achieving professional success than women. At the same time, taking care of one's appearance is more natural for women and there are more reasons for this than mere professional success. In the case of men, it can be expected that the success motive very reliably initiates increased interest in physical attraction which in the case of the female population is apparently activated by a greater number of factors which do not merely reflect the motive of advancement in one's professional career. It is not surprising that the correlation

14 BANO, S., SHARIF, M. A. M.: Metrosexual: Emerging and Lucrative Segment for Marketers. In *International Review of Management and Marketing*, 2015, Vol. 6, No. 4, p. 117.

15 MATĚJŮ, M., HAMPLOVÁ, D., HAMPL, P., LOUŽEK, M., WEIDNEROVÁ, S., ANÝŽOVÁ, P., SMITH, M.: *Moc krásy. Pomáhá krása a atraktivita k životnímu úspěchu?* Prague : Karolinum, 2017, p. 97.

between success and physical attractiveness is at its weakest in men and women aged under 30, i.e. during the period of youth when beauty does not yet require so much external intervention. However, this correlation strengthens in middle and later age when it becomes necessary to apply various external interventions and practices of a short and long-term nature to combat the effects of natural ageing. At the same time, however, ageing is the most natural and reliable process of the physiological degradation of humans, which leads the characteristics of beauty to fade, to lose their original form and to transform into corporeal characteristics and manifestations which are associated with reduced performance, burnout, tiredness, a loss of dynamism and so on.

It is precisely this group of the population which is interested in beauty, because it wishes to be professionally successful, but at the same time is ageing and the maintenance of beauty requires increasing amounts of attention and care, which presents significant potential for the grooming industry and marketing strategies which in the light of sociological findings should now focus more on men. It is also possible to adapt the contents of advertisements in accordance with these findings so as to better address the male section of the population with offers of a wide range of self-grooming products. If the communication about grooming products was more closely and credibly associated with the success motive within the context of the values of work, performance and ambition, such communication could be suitably designed to more effectively reach the target group of men in a range of advertising formats.

Conclusion

Beauty and physical attractiveness are not an artificial construct or an ideology advanced by men to suppress and denigrate women, but an objective reality which is perceived and experienced and whose characteristics and manifestations not only have a deep and evolutionarily rooted basis, but also a number of social and cultural functions. While the evolutionary biology perspective points to beauty as information on the potentiality of the reproductive success of individuals and their physiological condition (for example, the strength of the immune system), the sociological perspective emphasises the influence of beauty on success in life regardless of any influences from other variables in the form of age, education or sex. The effect of beauty therefore manifests itself independently and plays a role in the achievement of various

life goals and simplifies the acquisition of a range of advantages in the competition with others (a higher income, professional status, easier and more effective building up of social networks and so on). In the performance society where the value of success is the main benchmark, the interest of men and women will become increasingly clearly concentrated on the creation and maintenance of such capital, whose capacities will constitute an effective competitive resource against others. Self-presentation as an element of erotic capital can therefore be seen as a significant type of sub-capital based on the care for one's own body, physical expression and the enhancement of physical attractiveness. It may not only have psychological effects in the form of increased confidence and self-awareness, but also other effects which bring material and non-material advantages in the form of a greater chance to achieve professional success. Men who are interested in success are also interested in how they look. They are well aware of the fact that care for their physical appearance may be one of the important attributes for achieving this success. The grooming industry and its comprehensive support using the tools of integrated marketing communication should make greater use of this knowledge and integrate it, for example, into advertising campaigns.

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Contact data:

assoc. prof. Mgr. Ondřej Roubal, Ph.D.
University of Finance and Administration
Faculty of Economical Studies
Estonská 500
101 00 Prague 10
CZECH REPUBLIC
oroubal@centrum.cz

ASSESSMENT OF POSITIVE PROACTIVE BEHAVIOUR OF SELLERS FROM THE PERSPECTIVE OF GENERATIONS OF CUSTOMERS BABY BOOM, X, Y AND Z IN THE CONTEXT OF GENDER

*Róbert Štefko – Jana Koval'ová – Miroslav Frankovský –
Zuzana Birknerová*

Abstract

In the presented article, attention is focused on selling behaviour as one of several aspects of trading behaviour. Specifically, the research was focused on assessing sellers' behaviour by customers. Two attributes of positive sellers' behaviour were analysed: Engagement and Assertiveness. The data were collected by TBQ-C(r) (Trading Behaviour Questionnaire – Customer – revised form) on a research sample of 221 customers. In the context of the presented research project, the statistically significant influence of the generation and gender variables wasn't confirmed as separate indicators. The results confirmed the existence of statistically significant interactions between generation and gender in assessing positive proactive behaviour of sellers. The presented findings in the terms of Engagement attribute confirmed that men from Generation X are less affected by the overall engagement than women from Generation X. On the contrary, women from Generation X are in relation not only to men of this generation but also from the perspective of all respondents they are most influenced by various manifestation of seller engagement. In terms of seller's assertive behaviour, the men of Generation X are least affected by the seller's views from the perspective of all respondents. On the contrary, women from Generation X are most affected by all these respondents. For the limitations of the research, we consider a limited sample size and focusing attention on only two factors (engagement and assertive behaviour) of positive proactive behaviour by sellers from a supposed abundant mosaic of these attributes.

Key words:

Assertiveness. Customer. Engagement. Gender. Generation. Positive. Proactive. Seller. Sellers' Behaviour. Trading Behaviour.

Introduction

The main aim of the proposed paper is to present the issue of different assessment of sellers' behaviour by the customers of Baby Boom X, Y, and Z generations in the context of gender. In connection with these differences, the aim of the research is to identify generational differences in the assessment of pessitive proactive behaviour of sellers from the

perspective individual customer generations in the context of gender. Trading behaviour is a complex dynamic issue that is not easy to define and scientific literature also provides conceptual ambiguity¹. In this context, it is appropriate to mention behavioural economy that represents the most general term within which trade behaviour, being its more specific term, takes place. Trading behaviour is a mutual relationship between a customer and a seller in a trade environment, their mutual interaction and communication, with both parties displaying certain patterns of behaviour². In the context of selling behaviour, sellers should realize the significance of a whole selling process^{3,4}. The role of sellers is not only taking and acquiring orders, communication with customers or providing informations about products⁵. The key to the success in trade environment among generation lies in analyzing customers' feelings and emotions and providing them what they need and want⁶.

1 Proactive Behaviour of Seller

Customers and sellers are in certain forms and patterns of behaviour. For customers, we are talking about buying behaviour, for salespeople, it is selling behaviour. Trading behaviour represents their bilateral relationship, interaction, and communication in the business environment during the sales

- 1 BLACKWELL, R. D., MINIARD, P., EMGEL, J.: *Consumer behavior*. Mason, Ohio : Thomson South-Western, 2006, p. 230.
- 2 KOVALOVÁ, J., BIRKNEROVÁ. Z.: *Determinanty obchodného správania z pohľadu obchodníkov a zákazníkov*. Prešov : Prešovská univerzita v Prešove, 2018, p. 30.
- 3 ERIKSSON, J.: *Building the sale process*. Helsinki : Metropolia-University of Applied Sciences, 2013, p. 4. [online]. [2019-25-09]. Available at: <http://www.theseus.fi/bitstream/handle/10024/62336/Building+the+sales+process_Jere+Eriksson.pdf;jsessionid=EE80D00F28488A63EB59B5BC417A7541?sequence=1>.
- 4 REIN, T., PURDE, U.: *Sales pipeline academy. Sales cycle management*. [online]. [2019-09-09]. Available at: <<https://www.pipedrive.com/en/resources/sales-cycle-management/>>.
- 5 LORINCOVÁ, T., TOMKOVÁ, A., SUHÁNYI, L.: Prediction of selected personality characteristics of businessmen in the context of their potential to work with customer. In *International Journal of Organizational Leadership*, 2018. Vol. 7, No. 1, p. 99-105.
- 6 GARTON, Ch., FROMM, J.: *Marketing to Millennials: Reach the Largest and Most Influential Generation of Consumers Ever*. Amacom : Chicago, 2013, p. 53.

process⁷. The sellers' behaviour needs to be interpreted in terms of a holistic approach as a complex and multidimensional concept⁸. Salespeople are responsible for receiving and getting orders, communicating with customers, providing product information⁹. In terms of generations, it is in this context necessary to accept their specifics, feelings, emotions, motivation¹⁰. This approach enables to satisfied salespeople and customers¹¹. The professional sales behaviour, sales personality, attitudes and values, ability to communicate are the basis of business success. Sellers' empathetic approach should be a "sellers' code"¹². The basic equipment of sellers includes engagement and assertive communication¹³, ethical and professional approach¹⁴, initiative and responsibility¹⁵, as well as honesty and reliability¹⁶. The role of sellers is to learn, how to have stress under control to help reduce the number of potential customers. It is essential to avoid the manipulative,

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- 7 KOVALOVÁ, J., BIRKNEROVÁ, Z.: *Determinanty obchodného správania z pohľadu obchodníkov a zákazníkov*. Prešov : Prešovská univerzita v Prešove, 2018, p. 15-30.
 - 8 GARTON, Ch., FROMM, J.: *Marketing to Millennials: Reach the Largest and Most Influential Generation of Consumers Ever*. Amacom : Chicago, 2013, p. 53.
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 - 10 FORBES LEY, D.: *Najlepší obchodník*. Prague : Grada Publishing, 1995, p. 22.
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 - 15 KOKEMULLER, N.: What Is The Diference Between Ethical Business Practices and Legal Practices?. In *Philosophical issues and ethical standards in business management a compilation*, 2017, p. 46-47.
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unethical behaviour of sellers and their pressure¹⁷. The proactive sales include several aspects, such as the assertive and committed approach of sellers, effective and polite communication or respect and attention towards customers. The sellers' engagement is interpreted as an effort aimed to solve situations and tasks related to customer requirements, such as an energy flow characterized by passion, absorption, eudaimonia and automatic self-regulation¹⁸. It brings many advantages as better service and product quality, customers' satisfaction, repeat purchases and testimonials, and a higher level of profit¹⁹. Engagement is associated with determination, passion and loyalty to work²⁰, and higher productivity, well-being at work, better access to customers and results²¹.

The sellers' assertiveness brings increasing of efficiency, productivity, happiness, well-functioning teams, feeling of satisfaction and joy at work, confidence, and convincing behaviour²². Another autor considers assertive communication style as effective because it offers self-confidence, respect, estimation, self-esteem, understanding, and recognition of own feeling²³. For developing assertive approach is necessary to improve the communication, ability to solve problems,

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- 17 TODD, P.: Manipulation. In *The International Encyclopedia of Ethics*. Cowley Road : Blackwell Publishing Ltd., 2013, p. 3140. [online]. [2019-09-09]. Available at: <<https://philarchive.org/archive/TODMv1>>.
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 - 22 COWAN, K.: *How to be assertive in business*. [online]. [2019-28-09]. Available at: <<https://www.creativeboom.com/tips/how-to-be-assertive-in-business/>>.
 - 23 SOOD, A.: *The Mayo Clinic Handbook for Happiness: A Four-Step Plan for Resilient Living*. Cambridge : Ingram Publisher Services US, 2015, p. 88.

establish and maintain honest relationships²⁴, complements quality customer service, less intensity, and stress levels, as well as greater confidence²⁵, complements open and honest expression, accepting the opinions of others, making compromises, eliminating guilt and responsibility²⁶. The assertive sellers demonstrate with customer care and respect. If they face dissatisfied customers, they work to find a suitable solution²⁷. Assertive, passionate, sincere and humble sellers can gain customer loyalty and trust²⁸. One of the best ways, how to become assertive is readiness, empathy, awareness, positive approach, respect, self-confidence, credible and pleasant behaviour.

2 Differences Among Baby Boom X, Y and Z Generations of Customers

Generation also means people within a delineated population, who experience the same significant events within a given period of time²⁹. The term generation is a large internally differentiated group of people that is connected to a period conditioned by a similar way of thinking, behaviour or acting. The definition of individual generations differs depending on a number of factors (culture, history, economy)³⁰. Segmentation of customers means their division according to similar characteristics that allows to identify the patterns of their behaviour, perception, attitudes, and preferences. The differences in trade behaviour among individual generations are dealt with in generational marketing that uses the generation segmentation in marketing

24 PRAŠKO, J., PRAŠKOVÁ, H.: *Asertivitou proti stresu*. Prague : Grada Publishing, 2007.

25 ANDREWS, A.: *Assertiveness at work*. [online]. [2019-30-09]. Available at: <<https://www.activia.co.uk/Downloads/ebooks/eBook-assertiveness-at-work.pdf>>.

26 LELKOVÁ, A., GBUROVÁ, J.: *Asertivita v nákupnom správaní*. Prešov : Bookman, 2015, p. 45.

27 GARNER, E.: *Assertiveness. Re-claim your assertive brightright*. USA : Kindle edition, 2014.

28 CAVE, S.: *Why being assertive can be benefit your business*. [online]. [2019-28-09]. Available at: <<https://www.primeast.com/why-being-assertive-can-benefit-your-business/>>.

29 ROBINSON, M. T.: *The Generations. Which Generation are You?* [online]. [2019-09-09]. Available at: <<https://www.careerplanner.com/Career-Articles/Generations.cfm>>.

30 EGAN, J.: *Marketing Communications*. London : Sage, 2014, p. 325.

communication^{31,32,33}. Overlapping of interests and values can be expected at both ends of a generation spectrum. Through the segmentation of customers, it is possible to acquire information enabling to create new products and services, to understand the different requirements and preferences or to know what customers appreciate³⁴. An overview of generations in Slovak conditions is shown in Picture 1.



Picture 1: The boundaries of the years for individual generations

Source: HORVÁTHOVÁ, P., ČOPÍKOVÁ, A.: Generation Y and its Impact on the Performance of Personnel Activities. In KLIESTIK, T. (ed.): *15th International Scientific Conference on Globalization and its Socio-Economic Consequences*. Žilina: University of Žilina, 2016, p. 219.

The Baby Boom generation refers to people born during economic prosperity after World War II in the USA (1946 - 1964). They grew up in a stable period believing that they have political and social responsibility and can influence the world they live in³⁵. They value thorough work and diligence which they also appreciate on others³⁶. Their negative feature is avoiding changes and insufficient adaptability³⁷. For the purposes of

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- 31 FROMM, J., READ. A.: *Marketing to Gen Z: The Rules for Reaching This Vast and Very Different Generation of Influencers*. Chicago : Amacom, 2018, p. 105.
 - 32 KUMAR, P.: Managing Career Aspiration of Generation Y – A Key to Business Excellence. In *Global Journal of Multidisciplinary Studies*, 2014, Vol. 3, No. 5, p. 114-118.
 - 33 BAČÍK, R., FEDORKO R., RIGELSKÝ, M., SROKA, M., TURÁKOVÁ, A.: Perceiving the advertising in gender-generational characteristics. In *Polish Journal of Management Studies*, 2018, No. 18, Vol. 1, p. 44-57.
 - 34 MAINLAND, B.: *Why you should segment your target market by generation*. [online]. [2019-22-09]. Available at: <<https://www.dynamicbusiness.com.au/small-business-resources/starting/segmenting-your-target-market-via-generations-20102012.html>>.
 - 35 HANSEN, J-I. C., LEUTY. M. E.: Work Values Across Generations. In *Journal of Career Assessment*, 2012, Vol. 20, No. 1, p. 34-52.
 - 36 GURSOY, D., MEIER, T. A., CHI, CH.: Generational differences: An examination of work values and generational gaps in the hospitality workforce. In *International Journal of Hospitality Management*, 2008, Vol. 27, No. 3, p. 450.
 - 37 KANE, S.: *Traditionalists (aka The Silent Generation)*. [online]. [2019-15-09]. Available at: <<http://legalcareers.about.com/od/practicetips/a/Traditionalists.htm>>.

this research, the determination of years for generation X is the range of customers born between years 1965 – 1981. This generation highly values freedom and independence. They are competitive, self-assertive and hardworking, on the other hand individualistic and less loyal. They prefer balance between a working and private life³⁸. The customers of generation Y (1982-1992) are able to actively search³⁹, classify, filter and analyse needed information⁴⁰. This generation is more resistant and skeptical to traditional marketing tools and tactics as the previous generations⁴¹. For the generation Z (1993-2010), technologies are still a natural part of their life and require a higher standard as the previous generations⁴². There are change in traditional patterns of organizational behaviour that were natural for the generation X, as confirmed by a study conducted by the IBM Business Value Institute in 2017⁴³.

3 Differences in the Context of Gender

The explanation of gender can be divided into three levels. **Socio-structural level** - gender is a classification system that can characterize relationships between women and men in the area from their power status to their social roles. **Interpersonal level** – defines gender more closely with the ancestral roles that lead to different behaviours that signal and reinforce gender stereotypes in everyday human interactions. **Individual level** - the gender is significant at this level in terms of internalizing the gender identity of the individual. Individuals thus become gender-specific, thus gradually attributing characteristics,

38 WROBLEWSKI, M. T.: *Generation X Consumer Behavior*. [online]. [2019-09-09]. Available at: <<https://yourbusiness.azcentral.com/generation-x-consumer-behavior-9585.html>>.

39 HORVÁTHOVÁ, P., BLÁHA, J., ČOPÍKOVÁ, A.: *Řízení lidských zdrojů. Nové trendy*. Prague : Management Press, 2016, p. 33.

40 HERSHATTER A., EPRSTEIN, M.: Millennials and the World of Work: An Organization and Management Perspective. In *Journal Of Business & Psychology*, 2010, Vol. 25, No. 2, p. 211-223.

41 BROADBRIDGE, M. A., MAXWELL, G. A., OGDEN, S. M.: Students' views of retail employment – key findings from Generation Ys. In *International Journal of Retail & Distribution Management*, 2007, Vol. 35, No. 12, p. 985.

42 CHEUNG, J., REDA, S.: *IBM Business Value Institute. Despite Living a Digital Life, 98 Percent of Generation Z Still Shop In-Store*. [online]. [2019-15-09]. Available at: <<https://www-03.ibm.com/press/us/en/pressrelease/51397.wss>>.

43 RAO, V. D.: *Building leaders for the next decade. Studies*. [online]. [2019-10-09]. Available at: <<https://universumglobal.com/building-leaders-next-decade/>>.

roles, and behaviours that are desirable for women and men in their own culture⁴⁴. There are a number of studies that confirm different behaviours from point of view of gender of sellers and customers. Men focus their attention on a particular role and do not change their plans and activities during the purchasing process. They trust more in their judgment and decide faster than women. Price offers are considered by women to be a source of information and guidance in the issue and often require variants that are not listed and explore options from multiple sellers. Men tend to limit their decision-making based on offers and catalogs and do not like to explore other alternatives⁴⁵. The gender influences a relationship between seller and buyer. They found that the perception of this relationship depended on the seller's and the buyer's gender, the relationship being perceived as stronger when the seller and the buyer are of the same gender⁴⁶. One of the research showed that the relationship between the seller and the buyer is positively moderated by sellers' empathy, expertise and reliability⁴⁷. Another research showed that women are more perfectionist than men. Men are less sensitive to news and fashion and women are more likely to get confused⁴⁸.

4 Research

The main aim of the research was to find out whether there exist any statistically significant differences in the assessment of proactive behaviour of sellers among customers of the generations Baby Boom, X, Y and Z in the context of gender.

44 BIRKNEROVÁ, Z., FRANKOVSKÝ, M.: *Rodové diferencie v prejavoch sociálnej, emocionálnej inteligencie a machiavellizmu v manažérskej práci*. Prešov : Radix, spol. s r. o., 2014, p. 32.

45 BENKO, C., PELSTER, B.: *How Women Decide*. *Harvard business review*. [online]. [2019-28-09]. Available at: <<https://hbr.org/2013/09/how-women-decide/>>.

46 JONES, E., MOORE, J. N., STANALAND, A., ROSALIND, A. J.: Salesperson Race and Gender and the Access and Legitimacy Paradigm: Does Difference Make a Difference? In *Journal of Personal Selling & Sales Management*, Vol. 18, No. 4, 1998, p. 72.

47 HOMBURG, CH., STOCK R. M.: *Exploring the conditions under which salesperson work satisfaction can lead to customer satisfaction*. In *Psychology & Marketing*, 2005, Vol. 22, No. 5, p. 393-420.

48 MITCHELL, V. W., WALSH, G.: Gender differences in German consumer decision making styles. In *Journal of Consumer Behaviour*, 2006, Vol. 3, No. 4, p. 331-346.

4.1 Research Methodology

Using a questionnaire method, information was obtained from respondents and subsequently processed in a statistical programme SPSS 22. For the purpose of assessing the sellers by the customers, the original TBQ-C(r)⁴⁹ questionnaire was used, which was developed on base of methodology TBQ-C⁵⁰. The questionnaire TBQ-C (r) contains 19 items and the participants were to respond on 5 points Likert scale from 1 to 6 to what extent they agree with the given statement. (1 – definitely no, 2 – no, 3 – rather no than yes, 4 - rather yes than no, 5 – yes, 6 – definitely yes). The methodology allows identifying 3 factors in assessing of sellers' behaviour from the perspective of customers, which were specified as:

- F1: **Engagement**, is defined as a positive fulfilling, affective-motivational state of work-related well-being. It is characterized by vigor, dedication and also absorption⁵¹. (Cronbach's Alpha= 0.839).
- F2: **Assertive behaviour** „enables a person to act in his own best interests, to stand up for himself without undue anxiety, to express his honest feeling and to exercise his own rights without denying the rights of others⁵².“ Assertiveness is a social skill that relies heavily on effective communication while simultaneously respecting the opinion of others. Assertive people clearly and respectfully communicate their needs, positions and boundaries to others⁵³. (Cronbach's Alpha= 0.806).
- F3: **Non professional behaviour**, which is reflected in the seller's stress reactions to the customer, disproportionate levels of intimacy in a conversation with customer and nervousness. (Cronbach's Alpha= 0.771).

49 FRANKOVSKÝ, M., BIRKNEROVÁ, Z. & J. KOVALOVÁ.: Assessment of Trading behavior - TBQ-C(R) Methodology. In *Osobnosť v kontexte kognícií, emociálnosti a motivácií VII*, 2019. (in print).

50 KOVALOVÁ, J., BIRKNEROVÁ. Z.: *Determinanty obchodného správania z pohľadu obchodníkov a zákazníkov*. Prešov : Prešovská univerzita v Prešove, 2018, p. 50-54.

51 BAKKER, A. B., DEMEROUTI, E.: Towards a model of work engagement. In *Career Development International*, 2008, Vol. 13, No. 3, p. 210.

52 ALBERTI, R. E., EMMONS M. L.: *Your Perfect Right: A Guide to Assertive Behavior*. 2nd edition. San Luis Obispo : University of Virginia, 1974, p. 101.

53 PSYCHOLOGY TODAY: *What Is Assertiveness?* [online]. [2019-23-09]. Available at: <<https://www.psychologytoday.com/us/basics/assertiveness>>.

In the presented study was attention focused on the analyzing of differences in assessing the positive proactive sellers' behaviour by customers specified on the basis of engagement and assertiveness. Non professional behaviour was not analyzed in the contribution.

4.2 Research Sample

The research sample consisted of 221 respondents, of whom 89 (40%) were men and 132 (60%) were women aged between 16 and 67 years, with an average age of 31.8 years (SD=11.356 years). From generation Baby boom (born in the period of 1946-1964), we addressed 15 (7 %) respondents, from the generation X (born in the period of 1965-1981), 46 (22%) respondents were addressed, from the generation Y (born in the years 1982-1992), we addressed 84 (38%) respondents and from the generation Z (born in 1993-2010), 74 (33%) respondents were addressed.

4.3 Research Results

In the realized research we have focused attention on finding differences in assessing the positive proactive behaviour of sellers by selected generations of customers: Baby boom (BB), X, Y a Z in the context of gender. For the purposes of this research, the boundaries of the years for individual generations were set as follows: 1946-1964 BB, 1965-1981 Generation X, 1982-1992 Generation Y, 1993-2010, Generation Z. To the fore came analysis of the interaction relationship between generation and gender. Data obtained from respondents were analyzed by mathematical-statistical method – Multivariate analysis of variance MANOVA in the statistical program SPSS 22. The analysis of multivariate test results did not confirm statistically significant differences in gender and generation but confirmed the existence of statistically significant differences in the analysis of gender-generation interactions. In the assessment the factor Engagement seller was the interaction gender and generation statistically significant at the significance level 0.035 ($F=2.487$). The observed interaction relationships are presented in Figure 1 (F1: Engagement). By assessing the factor Assertive behaviour of the seller was the interaction gender and generation statistically significant at the significance level 0.014 ($F=3.603$). The observed interaction relationships are presented in Figure 2 (F2: Assertive Behaviour).

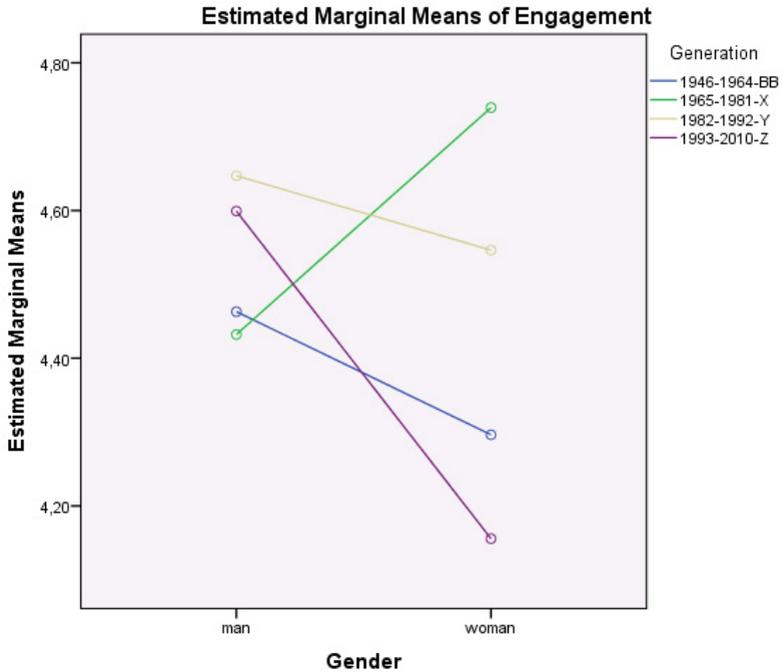


Chart 1: Factor Engagement of seller – the interaction between gender and generation

Source: Own processing

In the assessment of Engagement as a demonstration of seller's behaviour, it is possible to interpret the apparent interaction, which is characterized by the fact that men of Generation X scored lower than the women of this generation. Reversely, women of the BB generation, Y and Z scored lower than men. It should be noted that the interpreted differences are in the degree of agreement in assessing Engagement of sellers. It is also possible to draw attention to the finding, that the highest level of agreement with this characteristic of seller behaviour state women from Generation X and the lowest level of consent among women from generation Z. Figure 1 shows the fact, that variance of male rating from individual generations is lower than variance of women's ratings from individual generations.

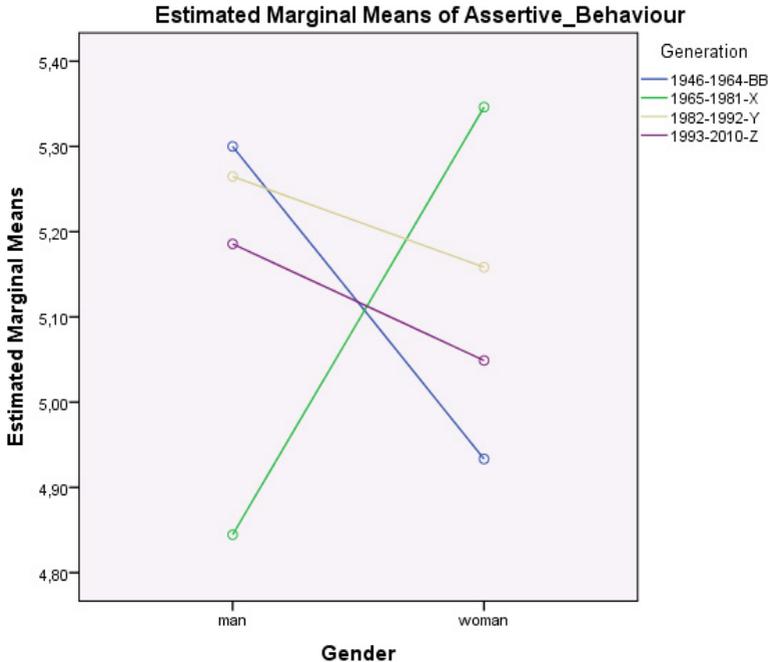


Chart 2: Factor Assertive Behaviour of seller – the interaction between gender and generation

Source: Own processing

In the assessment of Assertive behaviour as a demonstration of the seller's behaviour, it is possible to interpret an interaction relationship generally similar to that in the context of Engagement. Also, in this case males of generation X scored lower than females of this generation. Reversely, women from generation BB, Y and Z scored lower than men. As like in the previous analysis there should be noted, that the interpreted differences are just in the degree of agreement in assessing sellers' assertive behaviour. In terms of this expression, the highest level of consent with this characteristic of the seller's behaviour was expressed by the X-generation women and the lowest by the X-generation men. It is also possible to draw attention to the characteristic that the X-generation men are significantly differentiated from men of the generations BB, Y and Z.

Conclusion

The main aim of the research was to find out whether there exist any statistically significant differences in the assessment of positive proactive behaviour of sellers among customers of the generations Baby Boom, X, Y and Z in the context of gender. The research was realized with the questionnaire method using mathematical-statistical methods, whereby the research sample consisted of 221 respondents in total. The presented results of the analysis suggest in favor of thinking about a broader concept about examining generational differences. **Generation BB** has the highest value on the market. They are loyal, want to know the value of a product especially without feeling any pressure from the sellers' side⁵⁴. Customers of this generation are able to spend the most and try to enjoy their savings, and another weakness is that the majority of them cannot work with modern technologies at such a level as younger generations that is reflected also in a smaller awareness in buying⁵⁵. **Generation X** was growing up without experience of online buying, they prefer buying in stone shops. But, according to another authors, they are also capable of using online purchases as they have accepted the Internet with a passion and turned their attention to the technologies of all kinds⁵⁶. This generation develops a great force at markets with media and technologies, and this is also the reason why this generation represents a certain "hybrid" in the area of generational marketing⁵⁷. **Generation Y** actively respond to online shopping opportunities, they are more motivated to buying by the recommendations from a family and friends. They consider themselves as self-confident, flexible, direct, inventive, creative, ambitious and patient and they expect the same from sellers. This Generation belongs to loyal customers when they

54 LISTER, M.: *Generational marketing: How to target Millennials, Gen X and Babyboomers*. [online]. [2019-22-09]. Available at: <<https://www.wordstream.com/blog/ws/2016/09/28/generational-marketing-tactics>>.

55 KANE, S.: *Traditionalists (aka The Silent Generation)*. [online]. [2019-15-09]. Available at: <http://legalcareers.about.com/_od/practicetips/a/Traditionalists.htm>.

56 WILLIAMS, C. K., PAGE, R. A.: Marketing to the Generations. In *Journal of Behavioral Studies in Business*, 2011, Vol. 3, No. 1, p. 39.

57 WROBLEWSKI, M. T.: *Generation X Consumer Behavior*. [online]. [2019-09-09]. Available at: <<https://yourbusiness.azcentral.com/generation-x-consumer-behavior-9585.html>>.

are heard and well-cared for⁵⁸. It's an era of demanding customers and so organizations should realize that they are only one click away from their competitors⁵⁹. **Generation Z** represents younger customers like to connect to companies that are creating interactive environment where they can form their own experience. If organizations implement such practices, then they will be able to capture, utilize and implement ideas for products, services, or experience⁶⁰.

In the context of the presented research project, the influence of the generation and gender variables as separate indicators was not statistically significant. Reversely, the interaction relationship of these variables was statistically significantly confirmed when assessing the indicators of positive proactive customer behaviour of sellers. These findings are related to a wider theoretical-methodological discussion on a meaningful level of the general definition of the variables examined. Presented findings in terms of expression of sellers' behaviour Engagement confirmed that, men from Generation X are less influenced by the seller's positive approach and information about product, sellers' advice, overall engagement, than women from Generation X. Vice versa, women from this generation are in relation not only with men from this generation, but also from the perspective of all respondents and are the most influenced by various manifestation of sellers' engagement. In terms of Seller's Assertive Behaviour, men from Generation X are least affected by seller's opinions about product, by acceptance of their own opinion by sellers, by understanding of their requirements and by respecting of seller's opinion about product from the perspective of all respondents. On the other hand, women of the Generation X are the most affected by manifestation of Seller's Assertive Behaviour from all respondents.

58 PROKOPETS, E.: *3 Effective Tips for marketing to Millennials*. [online]. [2019-10-09]. Available at: <https://www.huffingtonpost.com/elena-prokopets/3-effective-tips-for-mark_b_8418976.html?guccounter=1>.

59 JENKINS, R.: *The Millennial Manual: The Complete How-To Guide to Manage, Develop, and Engage Millennials at Work*. Atlanta : Jenkins Publications, 2017, p. 56.

60 ŠTEFKO, R., BAČÍK, R., FEDORKO, R.: The Significance of Internet Marketing Tools in Terms of Building a Positive Image of an Higher Education Institution. In *24th International Business Information Management Association Conference: Crafting Global Competitive Economies: 2020 Vision Strategic Planning & Smart Implementation. Conference Proceedings*. Milan : IBIMAC, 2014, p. 1766.

The difference between customers of the Generation X and the others generations is, that only men of this generation expressed a lower level of agreement with the investigated manifestation of engaged and also of assertive sellers' behaviour than women. This relation is reverse for customers of the other generations.

On the basis of the presented findings, it is possible to formulate the question that, whether it is right to consider about individual generations in general from the point of view of various researches, respectively to consider about generation differences in the context of other characteristics. Each generation of customers consists of unique personalities, which shows that not everyone will respond in the same way. This information is very important for sellers and they should be aware of this and than to approach to customer individually. As the limits of our research we consider the limited sample of respondents and focusing of attention only on two factors (Engagement and Assertive Behaviour) of the positive proactive behaviour of sellers from the supposed rich mosaic of these attributes.

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Contact data:

prof. Ing. Róbert Štefko, Ph.D.
University of Prešov in Prešov
The Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
robert.stefko@unipo.sk

Mgr. Jana Kovalová, MBA
University of Prešov in Prešov
The Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
kovalova.jana@smail.unipo.sk

assoc. prof. PhDr. Miroslav Frankovský, CSc.
University of Prešov in Prešov
The Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
miroslav.frankovsky@unipo.sk

assoc. prof. PaedDr. Zuzana Birknerová, PhD., MBA
University of Prešov in Prešov
The Faculty of Management
Konštantínova 16
080 01 Prešov
SLOVAK REPUBLIC
zuzana.birknerova@unipo.sk

APPLICATION OF THE MOTIVATIONAL THEORY TO THE CUSTOMER'S BUYING DECISION-MAKING MODEL

Henrieta Šuteková

Abstract

The paper presents the author's schematic illustration of the complexity/dynamics of the buying decision-making process of consumers. It focuses on increasing the level of knowledge and skills of those who operate in the field of marketing, expanding their knowledge by an effective development of a marketing programme, with a particular emphasis on the area of consumer's motivation and efficient use of stimulation means. Companies are advised to use incentives in all phases of the purchasing decision-making process in order to effectively guide the buyer. A broad range of components useful in the process of stimulation is presented in tabular form. The paper further explains the macro- and micro-environment factors that influence consumer behaviour and actions. Most attention is paid to the psychological aspects, focusing on the three-tier structure of buyer's motivation. These findings may be an inspiring for managers at all levels within the hierarchy of a company's management. It is a necessity under the recommended proposals that the company's management adopt a marketing philosophy in business and realise its importance for achieving and maintaining competitiveness.

Key words:

Conduct. Customer Behaviour. Environmental Factors. Management. Marketer. Marketing. Motivation. Personality of Customer. Purchasing Decision-Making Process. Stimulation. Stimulation Tools.

Introduction

Proper targeting of marketing activities is based on understanding the customers, their buying behaviour (consumer's personality, conduct, reasons, choice of time, place and occasion for the purchase, as well as the place and time of consumption or use of the product). This paper intends to focus on the clarification and better understanding of the factors affecting the entire consumer purchasing decision-making process. It is also explained how a company or a marketing specialist can join the process in question using appropriate incentives, and guide the consumer through all its phases, so that the customer is properly

motivated to buy. Consumer behaviour can be examined and interpreted from several perspectives:¹

- on the basis of *economic rationality*, where the customer can be considered as a rational thinking entity behaving in accordance with the rules of economic benefit taking into account his or her income versus the price, its design, quality, budget constraints and so on,
- as a *result of mental processes*, where the customer's reasons and motives are manifested,
- on the basis of *environmental influences*,
- on the basis of the *incentives* offered.

1 Situational Variables Affecting the Purchase

Actions and behaviours of customers are affected by a number of factors that accompany them throughout their lives, ranging from cultural and social influences, to personal traits and psychological impact. The said set of elements/circumstances creates a certain predisposition to consumer purchase decisions and, therefore, some of them will be described in more detail below:

- **Cultural factors**

The fact that one lives in a certain society and adopts values, attitudes, social norms and standards, establishing a relationship with certain cultural artefacts and builds knowledge and ideas on the basis of family approach families and various social institutions. Changes in culture have become an important key in creating and updating marketing activities. It is the cultural identity that can co-determine the implementation of some buying activities, but also the need for ownership of specific products. A subculture is formed by a grouping of people with common systems of values based on shared life experiences and situations, and also has a major impact on shaping the purchasing decision-making attitudes.^{2 3}

- **Social factors – social influences**

Consumer behaviour is considerably influenced by the group one belongs or wants to belong to. Primary groups are characterised by long-term informal relationships, frequent contacts. Typical examples

1 STEHLÍK, E. et al.: *Základy marketingu*. Prague : Oeconomica, 2006, p. 38.

2 MAJTÁN, Š. et al.: *Odbytová stratégia*. Bratislava : Sprint, 2013, p. 34-35.

3 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 311.

include family, friends and so on. The characteristics of secondary groups include casual relationships, with no significant personal ties, of irregular nature such as religious groupings, hobby and interest groups, professional associations, and so on. *Reference groups* are groupings used as a benchmark for behaviours, having direct or indirect impact (aspiration group – a group one wishes to join). The importance of a reference group lies in the fact that customers are presented with new behaviours and lifestyles. This affects their views and self-perception (people want to “fit in”), and puts pressure on consumers that leads to adaptation, and, subsequently, for example, a decision to buying some goods.⁴ In particular, reference groups are used by marketing specialists in the following forms:

- for example, with the help of *influencers* – a fashion icon (influencer) is acquired or formed or builds brand awareness, sets the trends within a group, promoting a specific product among community members,
- by means of *buzz marketing* – making a stir, spread the advertising message in an unusual way, with the goal of shocking, provoking customers / general public and stimulate discussion about the product / brand, alerting the attention of consumers, media,
- and by means of *word of mouth marketing* – free promotion shared and spread orally, over the grapevine,
- using *ambient marketing* elements – by engaging unusual, original formats and media, most often outdoor, based on fun, humour and surprises.

Family is a group having a substantial impact when shaping the consumer behaviour. There is massive research in the field of family, because it is perceived as the most important organisational unit of consumers in every society. Analysing family life cycle and distribution of purchasing decisions among family members is of special significance. It is important to observe the structure of family and the role of such characteristics as age, number of children, work. Thus, a company can distinguish among single customers, married childless couples, couples with small children, with teenage children, elderly retired couples, etc. In recent years, as the classical notion of family is disrupted, it is important for marketing specialists to ask the question of the status of family and its completeness. In the area of marketing, the distribution the purchasing decision-making process across a family unit is also essential. Some products are prevailingly bought by women (food, regular household items), some by

4 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 314

men (fuses, products for household maintenance and repair), but certain products are bought as a result of a joint decision (furniture, family vehicles). The distribution of decision-making occurs not only by sex, but also according to the consumer's role when buying – one family member consumes a product, someone buys it, someone makes decisions what to buy and when, someone intervenes in the purchase, and so on.⁵ *Social class* also has a significant impact on customer behaviour and there is some observable diversity and differences in the popularity of brands across social classes. This is a relatively permanent unit within an arranged division of society, in which the members have got a similar hierarchy of values, the same patterns of behaviour and conduct. As Kotler noted, people belonging to the lowest social classes live in short terms as regards money and work, while people from the higher social classes prefer longer term contracts⁶.

- **Personal and Psychological Factors**

The *economic situation* of each customer is also decisive when determining a purchase. Companies selling income-dependent products carefully monitor trends in customer personal resource management (wages and savings) and in interest rates, especially if purchase price can be paid in instalments. *Lifestyle* as defined by Kotler⁷ expresses the way one lives as presented through that person's interests, activities, and views. It shows the overall pattern of behaviour and interaction with the environment. The data on consumers is interesting in terms of marketing, especially because customers buy products that reflect their lifestyles. *Age, sex, education, occupation, place of residence, religion* also have a major impact on consumer's behaviour (each group has got a specific set of buying behaviours – different purchases are made by men and women, university-educated customers are different than those with elementary school education, workers need different products than teachers, teenagers prefer different products than pensioners, etc.). The structure of an individual's personality (*the customer's personality*) comprises: character, temperament, intelligence and intellect, capabilities, will, emotions and feelings that lead to certain behaviour and actions in respect of the surrounding environment. Buying behaviour of a personality is influenced by these major psychological factors: motivation, perception, learning and beliefs about attitude.

5 STEHLÍK, E. et al.: *Základy marketingu*. Prague : Oeconomica, 2006, p. 42-43.

6 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 313.

7 Ibidem, p. 321.

Motivation is the process of mobilising one's internal forces designed to meet the needs. *Perception* is the process of capturing stimuli through the senses, and then acquisition and evaluation of the stimuli on the plane of interpretation (connecting stimuli with meanings attaches by individuals), and the subsequent response. In terms of marketing more attention should be paid to the problems associated with selective attention, distortion and selective memory. *Learning* represents a change in the behaviour of a person induced by experiences, information and thinking. Using cognitive processes, a person creates and shapes his or her *attitudes* (tendencies expressing one's relationship to objects or phenomena of reality). This process is influenced by information sources, membership in social groups, the broader social environment, experience, and efforts to satisfy a need^{8 9}.

2 The Purchasing Decision-Making Process of a Consumer

As Stehlík¹⁰ assumes, the situational influences described above have an effect on the process of making purchasing decisions by consumers: the reasons for purchase (for oneself or others), the social environment (intervention by other people), immediate surroundings (action of the physical environment), time-related parameters (time of day, time of purchase), previous conditions, events (mood, etc.). The entire process of making purchase-related decisions consists of several steps. The task of marketing specialists is to influence all the stages a consumer goes through rather than focus only on the actual sale. When buying products used every day on regular basis, the customer skips some stages of the process. The choices may vary depending on the purchase situation, the subject of interest, or involvement (engagement). In respect of the customer's approach, we can distinguish three major types of behaviour (explained below). Marketing specialists are interested who buys and who consumes (uses) a product, and, likewise, the focus is also on the way the consumer considers purchasing options, situational variables at the first encounter with a product, the process of perceiving competitors, preferences of brands and variants, building on the importance of satisfaction with the product in after sales behaviour. It is precisely the effort to ensure the maximum customer's saturation

8 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 324-332.

9 MAJTÁN, Š. et al.: *Odbytová stratégia*. Bratislava : Sprint, 2013, p. 38.

10 STEHLÍK, E. et al.: *Základy marketingu*. Prague : Oeconomica, 2006, p. 54.

during the entire purchase that should serve as a directing and unifying element of all marketing activities carried out by the company. Defining such a situation is challenging as it is „...the result of a fairly complex psychological comparison process ... a customer is satisfied when the needs and expectations are satisfied at all times throughout the lifecycle of the product.”¹¹ Kotler¹² sees satisfaction as a measure of meeting the buyer’s expectations in relation to the predicted product characteristics and values provided. He stresses that such an assessment may not be accurate or objective at all, as it is a matter of sensation. „It is an emotional response related to assessing the difference between previous experience or expectations and the actual product experience.”¹³ According to Mateides¹⁴ it is „perception and understanding of customer expectations that an organisation has fulfilled or exceeded through its activity.” STN EN ISO 9001¹⁵ defines this as „the perception of the degree to which the customer’s expectations have been fulfilled. The following definition can be used when implementing motivation theory into the concept of customer satisfaction. **It is a set of all attitudes and expressions of an individual in relation to the product, its brand, image, previous experience, the company as a whole, the personnel, but also the selling environment and its conditions.** Thus, it is necessary to decompose customer’s satisfaction into a certain set of attitudes (where the overall summary a generally prevailing attitude dominates). However, in the light of the above definitions, it is possible to generalise an approach that should be applied by an enterprise or a vendor. *Consumer satisfaction can be achieved when the enterprise is customer-oriented and each customer is approached individually.*¹⁶

- 11 GEJDOŠ, P., SIMANOVÁ, L.: Monitorovanie a meranie spokojnosti zákazníkov ako prostriedok efektívneho zlepšovania. In *Transfer Inovácií*, 2011, Vol. 14, No. 3, p. 100-101. [online]. [2019-09-17]. Available at: <<https://www.sjf.tuke.sk/transferinovacii/pages/archiv/transfer/21-2011/pdf/100-102.pdf>>.
- 12 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 43.
- 13 GEJDOŠ, P., SIMANOVÁ, L.: Monitorovanie a meranie spokojnosti zákazníkov ako prostriedok efektívneho zlepšovania. In *Transfer Inovácií*, 2011, Vol. 14, No. 3, p. 100-101. [online]. [2019-09-17]. Available at: <<https://www.sjf.tuke.sk/transferinovacii/pages/archiv/transfer/21-2011/pdf/100-102.pdf>>.
- 14 MATEIDES, A.: *Spokojnosť zákazníka a metódy jej merania 1*. Bratislava : EPOS, 1999. p. 41.
- 15 See also: *Systémy manažérstva kvality. Požiadavky (ISO 9001: 2015)*. Bratislava : Úrad pre normalizáciu, metrológiu, skúšobníctvo Slovenskej republiky, 2016.
- 16 FOSTER, T. R. V.: *Jak získať a udržať zákazníka*. Brno : Computer Press, 2002, p. 128.

The purchasing decision-making process comprises the following steps:^{17 18 19 20}

- 1. Recognising the problem** – the buyer realises having a need or a problem, sees the difference between the actual and desired states. This situation may be induced by an internal stimulus, or motive (e.g. hunger, thirst), but also external stimuli from the environment (a car, a vacation advert, someone's new dress etc.). Or where a consumer runs out of daily supplies that require to be replenished more frequently or a product used loses its functionality and it is necessary to replace it with something new. This stage may not be necessarily be a result of a change in an existing situation, as there may also be a change in the predisposition and the conditions in which people live (changing wealth, marital status, etc.). At this stage, the role of the marketing department is to identify the impulses triggering these processes for in a customer. Such an analysis of motivation answers the questions what needs must be satisfied, what causes them, and what products they are capable of satisfying them. Then the company can put together a plan to attract consumers, which will trigger a motive, stimulating towards the purchase.
- 2. Information search** – when a need is recognised, the customer may or may not work towards obtaining the necessary information. If there is an urgent need and there is a product in the customer's vicinity that can satisfy the need, then the purchase will be made. Where such a situation does not occur, the consumer will remember the need and commence a search for some related information. However, if an internal search yields no satisfactory results, the pressure to acquire data from external sources increases – *personal* (family, friends, neighbours, etc.), *commercial* (advertising, retailers, internet, packaging, demonstrations, etc.), *public* (mass media, consumer reviews, discussion fora and so on.), *by experience* (if possible – monitoring, use of the product). The amount of information searched and found depends on the urgency of saturating the need, on the amount of available input data at the beginning of the search, on the complexity of the process, on the value attributed to the information retrieved, and on the degree of satisfaction with the relevance of the data. An enterprise should map out the search resources and determine their importance. A customer usually finds

17 STEHLÍK, E. et al.: *Základy marketingu*. Prague : Oeconomica, 2006, p. 53-57.

18 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 336-345.

19 KITA, J. et al.: *Marketing*. Bratislava : Wolters Kluwer, 2017, p. 88-110.

20 MAJTÁN, Š. et al.: *Odbytová stratégia*. Bratislava : Sprint, 2013, p. 41-43.

most data from commercial sources, which would be managed by a marketing specialist, whose roles should be to set properly the marketing, and communication mix in order to convey information about the brand to the customer (a company needs to know what are the other competing brands the consumers is aware of, and plan the advertising message accordingly). Where such an activity is absent, the company significantly loses the opportunity to sell its products to the customer. However, the customer thinks that the information obtained from personal sources is the most efficient (as commercial information merely informs), because it legitimises or evaluate products.

3. Evaluation of alternatives – each consumer continuously evaluates the information gathered, and specifies some selection criteria, and their importance, perceived benefits and product characteristics, belief in a brand, image, useful features. The number of evaluation criteria is smaller for simpler, cheaper products used every day than for more expensive and more complex products. The evaluation of alternatives may be different across varying purchasing situations. Some customers approach this stage in a rational manner (using logical thinking), others are subject to intuition (deciding impulsively), some make decisions themselves, while others prefer to accept recommendations of family, friends, independent testing agencies. The development of appropriate marketing programmes should be based on the following points:²¹

- to meet their needs, all people seek the benefits of owning a product, which is actually a set of elements, properties, capable of addressing the needs in varying degrees,
- a consumer prioritises the properties that fulfil the needs, and a different degree of importance is seen in each one (one may find a property important, while others find it irrelevant),
- each property is viewed by a buyer as having different function in use depending on how the level of saturation changes, also based on what was expected of the product,
- the customer creates a mental image of each product that reflects the previous experience with it (including the effect of selective attention, perception and memory) and through this lens, the customer generally assesses the entire company, builds attitude or beliefs about the brand,

21 KOTLER, P. et al.: *Moderní marketing*. Prague : Grada, 2007, p. 340-341.

- presently, this stage increasingly reflects the trends of our present time (environmental awareness and healthy lifestyle), which are often critical and directed towards the purchase of choice.

Marketing specialists should therefore study the consumers to identify how they view alternative brands (the method of processing and evaluation of information), so that they can intervene in this process by adequate marketing activities.

4. Decision to buy – based on the assessment of the various options, the consumer proceeds to the intention to buy, which may not always lead a final decision for one of the options to buy. At this stage there may be some more influence on the consumer from *other persons* (family, friends etc.), by *unexpected situational factors* (a change in expected household income, unplanned expenses, etc.), *the risks perceived* (the risk increases with the significance of the decision, with a uncertainty whether to buy or even anxiety of buying, one's own disbelief). Majtán²² provides the following types of risks associated with a purchase:

- physical risk – the fear that a product can damage the health of the consumer or those with in contact with it,
- social risk – the fear of shame before other members of the society for choosing a product,
- performance risk – the uncertainty of whether the product will achieve the expected benefits,
- psychological risk – the fear whether owning a product matches the image or lifestyle of the customer,
- financial risk – the fear of losing money,
- time risk – the uncertainty of the amount of time needed to search for information about resources to meet some needs or solve a problem,
- risk of loss – the fear that a competing product is more favourable.

The perception of the level of risk (threat) is shaped by the number of factors, including the purchase situation, cultural and social circumstances, type of product, the personality of the consumer. Some people are more sensitive to the degree of uncertainty, and are more prone to the pressure of negative or positive information,

22 MAJTÁN, Š. et al.: *Odbytová stratégia*. Bratislava : Sprint, 2013, p. 42.

while others are more willing to take risks and are aware of the consequences resulting from their choices. If a customer is not sure whether or not to buy, then he or she will take further steps to reduce uncertainty, for example, by avoiding to buy, by looking for further information, by choosing more familiar brands and products with guarantees. The marketing department must be able to assess the factors affecting the uncertainty of customers, and must provide information and support that reduces the risks identified.

5. **Post-buying behaviour** – at this stage, consumption or the actual use of the purchased product occurs, and the consumer compares the expected and actual benefits. If the product does not meet the requirements, then there will be dissatisfaction, if it does, then the customer will be satisfied, and if it exceeds the requirements, then the customer will be enthusiastic about it. The seller must ensure that true information is spread about the product, because if its performance or other parameters are overestimated that customer expectations are not met as a result, then this will trigger a sequence of negative impacts on the enterprise.
 - **Satisfaction** – a satisfied customer *will buy the product again, spreads positive feedback* among friends, is less focused on competing brands and advertising, and when needed, makes *purchase from the same company also of other products* (a golden rule applies here: it costs more to get a new customer than to retain an existing one). A satisfied customer of will spread a positive “word of mouth” to three other people on average, while a dissatisfied customer will complain to eleven people on average, and with the boom of social networks, the situation concerning dissatisfaction is increasingly dramatic.
 - **Dissatisfaction** – spreads further and faster, is manifested by discontented customers who share their negative experience with others, who will probably not buy the product in the future, or even other products sold by that company. It is estimated that as many as 96 % of dissatisfied customers do not get their problem through to the company. These facts put pressure on marketing specialists to develop activities aimed also at reducing dissatisfaction, for example by granting guarantees, unbeatable maintenance services, possibility of returning products, a proper complaint procedure, accepting suggestions and complaints, and

- so on. According to Stehlík²³, research has shown a paradoxical result that those customers who were dissatisfied, but whose complaints have been resolved successfully, are more faithful than those who were satisfied with the purchase.

Depending on the manner consumers carry out each step of the decision-purchasing process, the buying behaviours can be divided as follows:^{24 25}

- **Rational buying behaviour** – it is characterised by a customer closely and carefully selecting and considering the item to be purchased based on some objective criteria. This type of behaviour is most often used for more expensive items, mostly bound with the customer (e.g. a real estate), bought less frequently. In such situations, marketing specialists should facilitate the process of gathering information about the functionality and usefulness, and justify consistently the benefits of buying the product, provide guarantees, present advantages over the competition, thus ensuring the customer's satisfaction. As regards less frequent purchases, it is recommended to streamline the conditions of purchase, for example, the payment method, provide credit services, the possibility of returning the goods if not satisfied.
- **Habitual buying behaviour** – when a customer buys daily goods on regular basis, knowing the products very well, sees minimal differences between the product preferred and competitors, does not need to find out additional information about the properties or functionality. A company may boost such sales by properly targeted informational advertising, using sales support elements (discounts, handing out samples, tasting, contests etc.), and by intensive distribution.
- **Impulsive buying behaviour** is characterised by consumer buying without prior planning, in which case the product is purchased at a time when there is an urgent need. The role of marketers is to detect the so-called triggers of purchases and providing adequate incentives to induce precisely such behaviours.

23 STEHLÍK, E. et al.: *Základy marketingu*. Prague : Oeconomica, 2006, p. 57.

24 STRIŠŠ, J. et al: *Marketingové riadenie*. Žilina : Edis, 2009, p. 91.

25 VODÁK, J., SOVIAR, J., VARMUS, M.: *Marketing vybrané kapitoly*. Žilina : Edis, 2016, p. 57.

To sell effectively, it is important for a marketer to know the consumer typology. Different types of reactions can be expected from the customers depending basic personality types:²⁶

- **Expressive** – for consumers who are professionally in the category of managers and dealers. They think more in perspective, are not detail-oriented, they decide very quickly (which greatly accelerates and facilitates sales). They prefer informality, openness, and friendliness. After making contact with them, it is advisable to give them some space to communicate, especially to listen to them and support their ideas. Such a purchase can be described as very accessible.
- **Executive** – customers who are very well professionally oriented. They do not like wasting their time by lengthy contacts, they prefer prompt acts, they are willing to take risks, and are interested particularly in product benefits and explanation of prices. Such a purchase has average accessibility.
- **Analyst** – for these customers, it is important to emphasise facts and evidence, as they compare the offer in the market meticulously (all competing products). It is precisely why they ask a lot of questions and demand explanations. They prefer a formal approach and business bargaining style, impartial and mainly rational. Their decisions are made over a long time, slowly, and the purchase is difficult to access.
- **Friendly** – the consumers of this category are cautious, avoiding risks, demanding a lot of guarantees and evidence, and therefore the buying decision-making process is tedious. They prefer a friendly, relaxed and open atmosphere where they have the opportunity to ask a lot of questions, they take a lot of time to decide, because they are very slow to act. They need to be presented with references, testimonials from satisfied customers. They ask much and do little very slowly. The purchase is almost inaccessible.

Based on the findings and analysis of the available literature it was possible to create a model of motivation customer's conduct (Figure 1), which builds on the existing marketing theory, motivational theories, and other theoretical knowledge referred to above. The advantage of the proposed model is that it reflects the action of possible or potential aspects in motivation of the consumer which affect the actual course of that process to a considerable degree. This model is an attempt to make an overall schematic representation of the complex reality.

26 LEY, D. F.: *Najlepší obchodník*. Prague : Grada Publishing, 1995, p. 7-8.

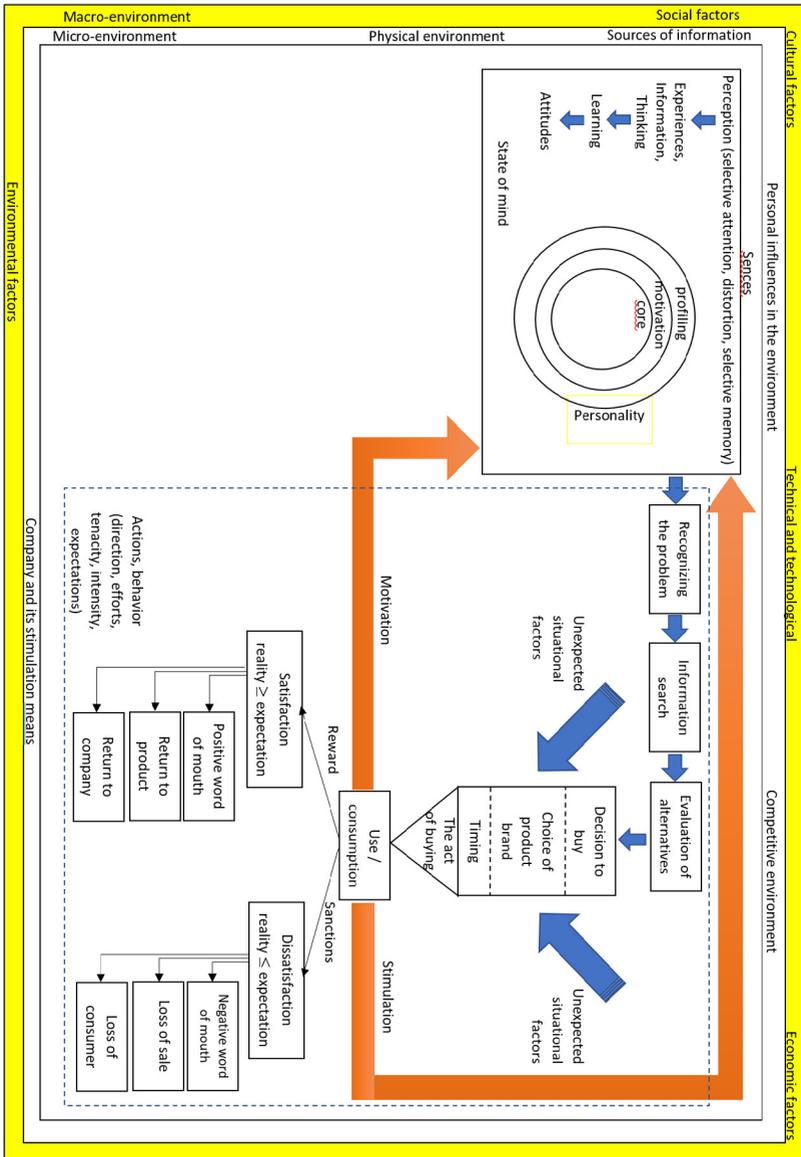


Figure 1: Schematic representation of the motivational model for customer's conduct and its management

Source: Own processing

People are placed between stimulation and motivation with the structure of their motivation. It is the knowledge of a personality and his or her motivational profile that is an essential precondition for effective stimulation of customers. Every marketer should first know and understand the characteristics of the situation and personality of a consumer or of a targeted segment of consumers. As far as personality is concerned, we distinguish three tiers:

- **the dimension of a personality's core** – capabilities, will, temperament, character, feelings and emotions, intelligence, and intellect,
- **the dimension of motivation** – needs, instincts, aspirations, interests, habits, attitudes, ideals, and values,
- **the dimension of profiling** (self-determination) – gender, age, education, occupation, financial situation, religion, residence, health and marital status, lifestyle, practised traditions.

Personality is a bio-psycho-social unity determined by genetics and biology (hereditarily) and socially. A human personality's structure, the mind, is constituted through the interaction of hereditary effects and social impacts. The hereditary pre-disposition is a potential condition for the possible future development on the basis of adequate social stimulation. A personality develops continuously until the stage where personality has already clarified its system of values. Adjustments of such a system of values take place throughout the lifetime. The personality of each person is unique and unrepeatably entity, which is the basis for the individual differences among people, despite many common human traits and qualities²⁷.

The source of motivation of an individual, or the internal drivers that orientate and initiate that person's activity include the needs, habits, interests, ideals, values, attitudes, and aspirations. The motivational preferences of a person to act in a certain way are very strongly determined by age, sex, education, profession, income, marital status (presence of children), health, place of residence, lifestyle, religion, culture and traditions, etc. Investigations carried out so far have confirmed this fact. A company is able to guide the conduct and behaviour of customers through its external actions using a variety of stimulating means. Within a buyer's motivational structure, an evaluation occurs in relation to

27 PRIGL, A.: *Vybrané kapitoly zo sociológie so zameraním na riadenie ľudských zdrojov*. Žilina : Edis, 1997, p. 96.

efficiency, subjective values and the degree of satisfaction of internal drivers of these stimulation means – incentives. In the case of positive evaluation, such an external action will positively affect the buyer's motivation. The consumer, however, must also be feel some deficiency, something being short of, yet of value. This is the basic building entity in the motivation process, of a motivated action. Under the influence of the above, the consumer is making an effort to return to a state of balance, and eliminate the deficiency, seeking for ways to change the situation. Following a final decision, the consumer's actions and behaviour are activated. It is characterised by directionality (towards achieving a desired goal), by making some efforts, some intensity with certain tenacity and also with certain expectations (faith in the ability to achieve goals). Thus, the result of such efforts is a satisfied need (elimination of deficiency or, at least partial reduction). The company succeeded to sell. Once the result is achieved, the procedure is evaluated in a dual form:

- by the customer, it is a personal assessment expressed as:
 - *consumer satisfaction* (self-reward) reality \geq expectation,
 - *consumer dissatisfaction* (self-imposed sanctions) reality \leq expectation.
- on the part of the company, social (business, management, marketing) assessment is concerned in the form:
 - *success* (positive free word of mouth, customers return to the product (to be sold in the future when needed), or purchase of other products from the portfolio offered)),
 - *failure* (negative word of mouth, usually a loss of future opportunities to sell, typically losing the customer totally).

Further consumer's acts in the future will depend on the way of perceiving the degree of satisfaction, fulfilment of expectations, comparing own experience to those of other people with similar products and in comparison with own inputs (what the person invested in the actions: time, money, energy). A type of behaviour that has been rewarded (feeling satisfied) will tend to be repeated. A type of behaviour resulting in a sanction (feeling dissatisfied, or even misery with the product) will probably not be repeated. Rewarded acts or behaviours, satisfaction of the buyer (in material or non-material form) can also be some stimulation. It may induce a need (self-motivating), but can also be a reason for a company to participate in a loyalty programme, which has exactly the required activating effect. The scheme above is reiterated. The motivation behind a consumer's conduct and the management thereof is therefore a relatively closed, systematic and cyclical process that begins

by setting a target based on both external and internal stimuli, identifying concrete ways and tasks necessary to achieve the target. The final phase of this process are the results based on which the customer and the company set new targets (saturation of other needs and fulfilling other tasks in selling), and the cycle starts over again. The role of the marketing department is to create and maintain such a marketing programme that can accompany the consumer during all stages of the buying decision-making process, by appropriate stimulation means. In particular, we suggest the following resources be used:

Table 1: Stimulation means useful in the buying decision-making process

Stage of the buying decision-making process		Stimulation means
Awareness of the need		product policy (style, design, packaging, brand), pricing (discounts), distribution policy (accessibility, adequate distribution network (intensive distribution), merchandising, communication policy (sales promotion, selling in person, public relations (event marketing, roadshow), advertising information, recalling, persuasive, use of social networking sites, banners, remarketing methods), product placement,
Search for information		corporate website, SEO, SEM, social networks, packaging, personal selling, exhibitions, informative advertising, direct marketing, remarketing
Evaluation of alternatives		product policy (packaging, design, quality, additional services), pricing (price differentiation, rebates), internal marketing, remarketing, persuasive advertising, public relations, influencers, customer references and testimonials,
Decision to Buy		additional services (credit services, insurance, extended warranty, x days to return product, quality service), references of satisfied customers, certificates of verification by customers, clear and understandable pricing, influencers, comparing products
Use / Consumption	Satisfaction	acknowledgements, loyalty programme, reaching out for references, for feedback,
	Dissatisfaction	proper complaint procedure, suggestions and complaints, obtaining feedback, provision of guarantees, quality of service, possibility to return products.

Source: Own processing

The stimulating elements proposed are useful in each stage of the buying decision-making process, but their impact is crucial mainly in those stages as presented in the table above. The whole process is set in a broader context, as the consumer's conduct (as well as that of the company) is influenced by macro- and micro-environmental effects, as explained above:

- **micro-environment** comprises the factors of the immediate vicinity.
 - personal influences in the environment (family, friends, colleagues, social groups, reference groups, social class),
 - physical environment (space-time – the place and time of making the decisions to buy, environment (noisy, busy etc.; weather conditions),
 - competitive environment (intensity of rivalry, quantity of products, brands, substitutes, complementary products),
 - sources of information (media, public, independent agencies, governmental organisations, public institutions),
 - business – business policy:
 - corporate culture, internal marketing, reputation, renown of a company, word of mouth, CSR (corporate social responsibility),
 - employees, value-creation chain (the processes involved in the creation of value for the customer; how well these are performed),
 - marketing mix – policies for products (quality, function, style, design, brand, label, packaging, support services), pricing (price level, price differentiation rebates), distribution (distribution network, quality of the intermediaries, logistics), communications:
 - means of communication used to stimulate customers:
 - traditional instruments – sales promotion (tasting, free samples, favourably priced packs, advertising items, contests, etc.), selling in person (professionally qualified and helpful personnel), direct marketing (targeted and inobtrusive telemarketing, e-mail and video marketing, properly compiled catalogues, attractive e-shop), public relations (correct relations with the press, adequate publicity, event marketing, road show, good quality of written and audio-visual materials), product placement,
 - company website, packaging, merchandising design (interior, exterior of the company/retail shop, equipment, accessories, decoration, flora, layout of products on the shelves, colours, odours, and so on),

- offline advertising (TV, radio, print, outdoor), online (PPC, SEO, SEM, banners, e-mail and video marketing, remarketing, social networks),
- application of methods: influencers, buzz marketing, ambient marketing, guerilla marketing,
- **macro-environment** is created through the actions of a broader area, i.e. the situation in a society,
 - social factors (living standards, population's development, the society's structure (in terms of age, sex, education, race, ethnicity, religion), mobility, migration, lifestyle, fashion trends),
 - technical and technological factors (research and development, governmental expenditure on education, new discoveries, inventions, technological advances, rate of technological obsolescence),
 - cultural influences (traditions, habits, customs, historical backgrounds and contexts),
 - economic factors (unemployment, inflation, interest rates, tax and levy obligations),
 - political and legal factors (political situation, legislation, legal protection of consumers), international factors (European Union's policies, free movement of people, goods, capital),
 - environmental factors (change of seasons, seasonality, natural disasters).

Conclusion

The schematic illustration of the complexity and the dynamics of the subject in question focuses on enhancing the level of knowledge among entities in the area of marketing, expanding their skills by an effective development of a marketing programme, with a particular emphasis on the area of consumer's motivation and efficient use of stimulation means. These findings may be of interest to managers at all levels within the management hierarchy in a company. The orientation of the proposals to this area has been necessitated by the fact that the management will adopt the marketing philosophy of business and realise its importance for achieving and maintaining competitiveness. It is also necessary for the successful implementation of the principles and rules of proper stimulation of consumers. An effective application of the suggestions to improve the quality of customer's stimulation is not possible without the expertise of a manager or a marketing specialist from this area and

getting identified with them internally. Secondly, the suggestions concern the improvement of the system of creating marketing programmes and the enhancement of the actual system of stimulation means. The model designed, the schematic illustration and the description of the process of consumer motivations and the management thereof are not aimed to compete with the best-known marketing and motivational theories. It should be viewed as an attempt to comprehensively summarise the lessons learned and the knowledge obtained, their selection and analysis, and then generalisation in the model developed based on the author's own considerations.

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Contact data:

Ing. Henrieta Šuteková, PhD.

University of Žilina

Faculty of Humanities

Univerzitná 8215/1

010 26 Žilina

SLOVAK REPUBLIC

henrieta.sutekova@fhv.uniza.sk

RESEARCH OF SENSORY PERCEPTION OF THE PRODUCT ON THE MARKET BY MEANS OF NEUROMARKETING

Darázs Tamás – Jarmila Šalgovičová

Abstract

The article is focused on the sensory perception of the product by customers. It points out the importance of marketing and marketing research of customer behavior as a basic prerequisite for meeting their needs. It lists factors that influence the customer's decision-making process when purchasing various products. It indicates the relevant context of this process with the various stages of the product life cycle. It clarifies the nature and basics of neuromarketing as one of the innovative forms of exact research into consumer behavior. It introduces the emotions that are part of the human decision-making process. It presents possibilities of application of neuromarketing methods of research to investigate customer reactions in sales of selected goods. It demonstrates the possibilities and ways of identifying, measuring and evaluating consumer responses to various perceptions. On this basis, it presents the potential benefits of using neuromarketing science.

Key words:

Consumer Behaviour. Market Research. Neuromarketing.

Introduction

Marketing research has been influenced by modern technologies. The research is able to find out information on market and consumers from brand new sources and by using of brand new ways based on finding out of implicit consumer reactions. An application of these methods means that for bussines entity decision making there is information on consumer opinion available in the way it really is, no in the way he or she is able or willing to present it. To know how to use those methods in practice it is necessary to know how consumer responds to environmental stimuli. Neuromarketing offers top methods of direct mind testing without difficult cognitive or conscious participation.

1 Consumer Perception

It is commonly known fact who the consumer is. In professional literature we can find the opinion that the consumer is a person who spends money for products and services purchase for his or her own consumption or

for family needs, for other member of the family, or as a gift for another person. It is also indicated in the literature that in the all listed cases the product is bought for the final consumption and therefore they are labeled as final consumers. A dynamic element of consumer purchasing behaviour characteristics (even in the most basic theorems) is facing the opinion that the final consumption of the individual consumers is changed very quickly because it includes all individuals (all people are the consumers) in each life stage and in each life role, no matter it is in the role of a buyer, a user (who consumes and someone else purchases for him or her) or he or she is in the both roles.¹ One of the models in the consumer behaviour sphere is the model of R. Shepard that points to the fact that the consumer behaviour is strongly influenced by features and quality of the products (physiological effects, sensory sensations), personal facts (biological, psychological, socio-demographic) and environmental facts (cultural, economic and marketing).² Issues of what appeals to consumers and characterizing of factors that influence their behaviour have been solved for decades in a commercial as well as in a professional sphere. Issues of how and why these factors actually affect him or her and which processes are needed to influence the consumer have become important just recently. What is the cause or effect of a mind changing process or environment sensation perception? Is the process constant for most of the consumers or does it run separately? Answers to the questions have been looked for by many scientists, behavioral economists, public opinion researchers, marketers or businessmen for the scientific motives or motives based on the desire to satisfy the customer or to get a profit. In general it can be said that features of the products and services are registered by consumer by his or her senses. The perception occurs through organizing and interpreting of impulses which come from the environment to the meaningful picture of the surrounding world.

Humans are sensitive to the influence of several motions from the environment which are perceived by the specialized sensitive cells in the organs of the senses. According to the type of their acting we can distinguished mechanical, acoustic, light and chemical stimuli of the

1 RICHTEROVÁ, K. et al.: *Spotrebiteľské správanie*. Bratislava : SPRINT2, 2015, p. 404.

2 SHEPERD, R.: *Determinants of consumer behavior related to organic foods*. [online]. [2019-01-25]. Available at: <https://www.researchgate.net/profile/Gunne_Grankvist/publication/7668675_Habitual_and_Value-guided_Purchase_Behavior/links/55942ba308ae793d13797d14.pdf#page=89>

environment. The sensitive cells and their terminations in the organs of the senses by which the organism catches the stimuli are called receptors. We distinguish external receptors (exteroreceptors) which receive stimuli from the outside environment, e.g. light, sound, heat, pressure etc. On the other side, internal receptors (interoreceptors) receive stimuli from the inner organism (hunger, thirst, pain). Those receptors are e.g. chemoreceptors which are sensitive to the chemicals that react with taste and olfactory cells. Depending on whether a direct contact in the formation of perception is needed, we talk about contact receptors- a taste organ, an olfactory organ and a tactile organ, or the sense is evoked by some waveform (light, sound)- then we talk about distance receptors (sight, hearing). The perception process of organoleptic respectively sensory features is closely related to the sense organ anatomy and physiological processes which run during the perception. Only perfect knowledge of these questions and appropriate answers allow to reach more objective and more impeccable sensory evaluation of products. Significance of individual organs of our senses during recognizing of various products is different. For example, when evaluating perfumes the smell is dominant but when evaluating honey it is the taste.³ In general, this order of importance is accepted:

sight > taste > smell > touch > hearing

However, when evaluating- the preference of individual kinds of senses will depend on the type of the product and the goal of the evaluation. According to the essay by Schiffman and Kanuk, 83% of marketing communication is aimed to the sight, while the second most important sense is the smell. Several researches point to the fact that people associate remembrances with odor.⁴ Feelings are generated on the base of information we receive and the feelings can often affect our decisions making and acting. Feeling is a personal evaluation of individual features and phenomena of the real world or internal conditions during stimuli acting. Feelings vary in intensity, duration and level of consciousness. Sensitivity of individual receptors of different individuals is different – it can be improved significantly by exercising. It is an explanation of extraordinary sensitivity of people who degustate and this activity is a job for them. Perception is a result of activity of several cooperations,

3 PRÍBELA, A.: *Zmyslové hodnotenie potravinárskych surovín, polotovarov a hotových výrobkov*. Bratislava : CHTF STU, 1998, p. 97.

4 SCHIFFMAN, L. G., KANUK, L. L.: *Consumer Behavior*. New Jersey : Prentice Hall, 2007, p. 729.

several analyzing cells at the same time, while new quality arises. Thus, it is not just a simple sum of information from these organs respectively feelings. Threshold recognition (it is often labeled as threshold concentration) is important for a feeling quantification. Threshold recognition is characterized as the smallest value of the stimulus which evokes the feeling is important for a feeling quantification.⁵

1.1 Influence of Senses on Consumer Emotions

From the beginning of existence of marketing it is important to understand final consumer and his or her emotions which lead him or her to make decision. In contemporary scientific sphere, the perception of emotions as a process model of individual components comes to the foreground. Emotion is characterized as a short, independent yet synchronized status change in majority (the best- in all) of five sub-systems of organism as a response to the stimuli, either from external or internal environment, that are significant for the organism. Biologically controlled time changes are perceived as processes.⁶ The emotions may seem like conscious and actively perceived feelings, but the opposite is true. They are complicated neurochemical internal stimuli - psychological responses to the stimuli. They are able to move person away from danger or move forward to a reward. They are made permanently in the limbic system that is a cluster of nerve structures which lie under the cerebral cortex and in Homo Sapiens they are closely related to recently developed cortex areas. Emotions are consciously perceived phenomena and they are significantly influenced by our thoughts. Each emotion in the human brain is made by different network of brain structures, including hypothalamus and hypophysis which regulate hormones that produce physical interactions (for example increased heart rate and muscle contractions). As a result of the above mentioned is it clear that emotions which are able to influence our shopping behaviour are the results of changes that happen in our central nervous system as consequences of the senses which are perceived through the specialized cells. Therefore, we have to find out how our brain process those stimuli to understand how our shopping behaviour will change by the means of certain stimuli.

5 PRÍBELA, A.: *Zmyslové hodnotenie potravinárskych surovín, polotovarov a hotových výrobkov*. Bratislava : CHTF STU, 1998, p. 97.

6 RAMIREZ, R.: Detecting Emotion from EEG Signals Using the Emotive Eloc Device. In. ZANZOTTO, F. M., TSUMOTO, S., TAATGEN, N., YAO, Y. (eds.): *Brain Informatics : LectureNotes in Computer Science*. Berlin Heidelberg : Springer, 2012, p. 175.

The most of the time of our everyday life is controlled by the brain without our consciousness. It is known that we use just about 20% of our brain. We do not control majority of our consciousness because we are too busy due to the scanning of environment because of potential threats. Because nothing matters except survival, we are actually controlled largely by the oldest part of our brain.⁷ Researches confirm that evolutionarily oldest parts of our brain have developed over millions of years. They are pre- verbal, these parts of the brain do not understand complicated messages and they try to avoid pain or excitement. It is the part of the brain that makes us extremely selfish and drives our strong preference of mental shortcuts over the long reflections. The strongest aspect of a “prehistorical,, brain work is the fact that it is able to handle visual stimuli without those mental attributes which characterize complexity of the human mind. Therefore, we prefer pictures to words and experiences to explanations. We dare to say that the consumer a his or her needs are one of the momentum of modern economics development. Therefore, right understanding of how the consumer percieve stimuli surrounding him and what is his or her reaction to the stimuli allows us to understand better the consumer and adapt to his or her desires (often unspoken). It can change the shopping behaviour not only the individual but also the whole society. Contemporary marketing research is not simple, there are many ways how to get and evaluate consumer data and their behaviour that are based on the data from various sources. Contemporary science needs to understand consumer behaviour effectively. If we label established ways of marketing research and consumer behaviour as insufficient, we are right, because they are mostly based on explicit data observation, however, when taking into account the analysis there is a need to understand consumer behavior by essence of each his or her decision exactly in his or her mind. Understanding of processes of the human brain was a mystery just few years ago and marketers could just rely on their experiences. Exact methods of consumer detection were based on data of psychology or psychographics. Pioneer experiments to record human brain activity appeared in 1970s in study of the influence of advertisement on the consumer behaviour by measuring the electrical resistance resp. skin conductivity, heart rate etc. In that period those experiments were innovative and despite the complicated exact evaluating of obtained data this period of human brain researching was

7 GLIMCHEER, P. et al.: *Neuroeconomics: Decision making and the brain*. San Diego : Elsevier academic press Inc., 2009, p. 538.

a huge step forward. The first significant change appeared at Harvard University where they started to study sensorimotor, cognitive and emotional responses to various stimuli which run inside of the human brain and thus, knowledge and facts about how our senses influence our shoppings could be united exactly.⁸Contemporary technological progress allowed to use new approaches and methods which lead to brain research.⁹ There is a wide range of options how to adapt to current trends. One of them is to focus the marketing research on understanding of target group needs and values.

2 Neuromarketing, an Advanced Form of Consumer Research

“Neuromarketing is a discipline that combines knowledge from several fields - neurology, psychology, sociology as well as marketing, and investigates why people behave irrationally using modern research methods and devices.”¹⁰

Neuromarketing can be understood as an activity that aims to connect products and people in time and space by understanding, analysing and synthesising human behaviour that is relevant to the business market.¹¹ Neuromarketing may not be able to substitute established marketing approaches. Nevertheless, it can be assumed that diagnostic methods such as functional magnetic resonance imaging (fMRI) can increase the effectiveness of marketing strategies. As brand and advertising have a significant impact on what customers like and which product they prefer, it is highly likely that the use of neuromarketing techniques will have a positive impact on customer and/or consumer preference.¹²

8 SVĚTLÍK, J.: *O podstatě reklamy*. Bratislava : Eurokódex, 2012, p. 312.

9 LEE, N. et al.: *What is „neuromarketing“? A discussion and agenda for future research*. [online]. [2019-11-18]. Available at: <https://www.researchgate.net/publication/7014653_What_is_%27Neuromarketing%27_A_Discussion_and_Agenda_for_Future_Research>.

10 BERČÍK, J., NAGYOVÁ, L., HORSKÁ E.: *Use of neuromarketing in retailing and visual merchandising of food*. Nitra : Slovak University of Agriculture, 2016, p. 110.

11 ARIELY, D., BERNS, G. S.: *Neuromarketing: the hope and hype of neuroimaging in business*. [online]. [2019-01-14]. Available at: <https://www.researchgate.net/publication/41669613_Neuromarketing_The_Hope_and_Hype_of_Neuroimaging_in_Business>.

12 BRUCE, A. S. et al.: *Branding and a child’s brain: and fMRI study of neural responses to logos*. [online]. [2019-01-10]. Available at: <https://www.researchgate.net/publication/230895466_Branding_and_a_child%27s_brain_An_fMRI_study_of_neural_responses_to_logos>.

Neuromarketing will play a very important role in the future. It is expected that the discipline has great potential to bring to light both implicit and automatic processes underlying the decision-making process, and to reveal hidden information related to consumer decision-making that has not yet been discovered by employing traditional marketing methods.¹³ However, there are also opinions against neuromarketing resting on concerns that it interferes with customer integrity. Still, it can be agreed that neuromarketing techniques can achieve a more efficient customer segmentation. As a result, it would be possible for products to be made available on the market in a more profitable manner, individually for each brand and product, in line with the behaviour of specific customers. The interest in the discipline itself, and insights it can provide, has been growing steadily in consumer surveys and research. This is also evidenced by the fact that many neuromarketing companies have been established in recent years, and a significant number of neuromarketing articles and publications have been published in leading marketing publications and periodicals. It can be concluded that neuromarketing is used to uncover consumers' unspoken thoughts. It clarifies the views of consumers, sheds light on what can attract their interest and evoke emotions that are profitable. The primary goal of neuromarketing is to gain a profound understanding of the connection between consumer responses and marketing activities. In this way, brain activity can be largely assessed objectively. Various techniques used to decode the mind of the consumer include eye tracking, body language, facial coding, fMRI (functional magnetic resonance imaging), MEG (magnetoencephalography), EEG (electroencephalography) for tracking skin conductivity, and heart rate. By using neuromarketing techniques, marketers can be very effective in identifying which parts of the brain are involved when consumers and/or customers are being shown products of certain brands, but also to what extent brands influence the decision-making process. In general, the issue of creating a valuable brand has a major impact on the consumer's final decision. Conversely, incorrect representation can lead to price and quality problems. Neuromarketing is therefore a possible way of understanding the customer better than ever before. Paradoxically, a 2014 study shows that most research agencies and advertisers consider neuromarketing techniques to be the least used in

13 TUSCHE, A., BODE, S., HAYNES, J. D.: *Neural responses to unattended products predict later consumer choices*. [online]. [2019-11-10]. Available at: <<http://www.jneurosci.org/content/30/23/8024>>.

their activities.¹⁴ There can be many reasons for this, but it is certain that neuromarketing research requires not only new technical procedures, but also researchers who are experts in the field of marketing as well as in other fields such as psychology or medicine.

2.1 Emotions as a Part of Human Decision-Making Process

Emotions can be viewed as a complex experience of events and states that are conditioned by the connections between the objective characteristics and needs of individuals based on both conscious and unconscious assessment of the situation.¹⁵ An emotion is the experience of a person's relationship to the objects and phenomena of their environment, as well as to themselves, their own actions and to the actions of other people in relation to others. Monitoring consumer emotions is an essential component of marketing. One of the ways of recording emotions is by observing facial expressions. Facial expressions are a form of communication between individuals. Facial expressions are systematically linked and depend on human feelings. An important research in this field was done by Dan Hill, who identified a combination of 24 muscle movements that can be segmented into seven basic emotional types. This method can be universally applicable, based on Darwin's findings that facial expressions of people of different nations and nationalities are the same.¹⁶ Research shows that a person is able to recognise and decode 60% of communication from body language, but from 70 to 98% of information from facial expressions.¹⁷ Well-known companies that are currently using facial coding include Toyota and Capital One. **Facial Movement Analysis** (FMA) enables us to see what is happening to our facial expressions, for example while watching TV spots or browsing websites. FMA discusses both the unconscious and conscious facial expressions, tracking any movements on the face,

14 MURPHY, L. F.: *GreenBook Research Industry Trends Report*. New York : AMA COMUNICACION SERVICES Inc., 2014. p. 3-53. [online]. [2019-10-18]. Available at: <<https://www.greenbook.org/PDFs/GRIT-W13.pdf>>.

15 VYSEKALOVÁ J., et al.: *Emotions in marketing. How to win the customer's heart*. Prague : Grada Publishing, a.s., 2014, p. 296.

16 POSTMA, P.: *Anatomie van de Verleiding. Neuromarketing – Neuromarketing succesvol toegepast*. [online]. [2019-09-23]. Available at: <<https://docs.google.com/document/d/1N8SUJM56dhEtyEor52hVD4kY-v8Tm7WrK-KKoUdGgoA/edit>>.

17 LINDSTROM, M.: *Buyology*. Brno : Computer Press, 2009, p. 232.

ranging from smiling to frowning. Whether we are aware of it or not, facial expressions can either confirm or contradict the spoken word. One of the possible FMA tools is FaceReader. The software is used to analyse facial muscle movements. FaceReader was developed with the help of more than ten thousand manually evaluated images. Noldus, the company that developed this software, claims that many universities, research institutions and other organisations are currently using the software. It is most commonly used in research of consumer reactions, users, in usability studies, psychography, market research, or for educational purposes.

2.2 Are Neuromarketing Research Methods Relevant Sources of Information?

In 2019, we conducted research to highlight new possibilities for practical sensory investigation of product perception using FaceReader. For the purposes of the research, we carried out blind testing of product samples of I.D.C. Holding, JSC, using explicit and implicit methods in laboratory conditions to identify respondents' opinions and emotions. During blind testing, participants had to taste 4 different wafer samples whereby they were familiar with one of those from the domestic market and the remaining three were unknown to them. The research investigated the applicability of this method in recognizing the emotions of sample respondents. The results of the biometric testing method were complemented with an established method of explicit testing, i.e. questioning. A video of the consumer was being recorded during the product tasting itself. Its content was subsequently evaluated using FaceReader. The research has shown that FaceReader is a useful tool for investigating the sensory perception of a product. FaceReader has proven to be an effective research method, providing data that would be costly, inaccurate, and difficult to obtain using explicit testing. By combining the explicit and implicit methods, we obtained data on micro-emotions that dominated the participants' faces, as well as their conscious opinions. The results of the explicit and implicit method of testing have proven to be consistent; in both cases, it has been shown that consumers do not prefer any of the samples examined. This shows that both the implicit and explicit testing methods yielded the same results. The implicit method of testing has proven to be accurate in observation, but the data obtained, i.e. the video recordings, need to be unified to show a certain moment of the sampling, preferably when the respondents' faces no longer perform any of the movements related to sample consumption.

Conclusion

Information about consumers, their behaviour and decision making have been in high demand since trading itself has existed. Today, consumer-related information is gathered using scientific methods and marketing is looking for and finding answers to questions about accurate consumer information and preferences. Such information is of great value in the business world. It is therefore necessary to look into how we can learn more about consumer behaviour in an easier and more cost-effective way. It is said that the best way of solving problems is to find their roots. Finding consumer-related information poses an interesting research problem. We therefore consider it appropriate to address this problem where it starts, in the mind of the consumer. New research methods that make it possible to obtain information on consumers' feelings do not seek to identify matters they do not wish to disclose. The greatest motivation for developing and applying these methods is to find out what the consumer really feels like with regard to their decision-making process, including information they are not able to share effectively. Current technologies can capture moments when something catches the attention of consumers, as well as emotions that elicit a response on the consumer's face due to electrochemical reactions. Many studies have confirmed that several tens of participants in neuromarketing research can reveal as much information about the opinions of consumers as several thousand respondents in a classical survey. Our research has also proven the functionality of one of the methods of neuromarketing research in an application that was wrongly considered ineffective. It has confirmed the benefits and pointed out the possibilities of practical applications of this method. New opportunities that have emerged from following up on the results of dynamic technological advances offer faster and more effective ways of identifying consumers' views. However, these options are still only at an early stage of development. Often, the results cannot be compared with anything to confirm their accuracy or inaccuracy. It is therefore essential that further research in this area be continued. Our research was based on comparing the results with the results of established research methods. It has been confirmed that while the new methods can easily and quickly detect a wealth of information that could not be accessed a few years ago, such "raw" information requires a highly experienced expert to evaluate it correctly, assigning the correct meaning to the information in specific situations, whether in terms of marketing or psychological research.

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Contact data:

Ing. Darázs Tamás

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

darazs.tamas.95@gmail.com

prof. Ing. Jarmila Šalgovičová, CSc.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

jarmila.salgovicova@ucm.sk



Section 3:
**DIGITAL GAMES,
TECH & ONLINE
WORLD**



OFFLINE IS THE NEW ONLINE

ANALYSIS OF STATIC AND INTERACTIVE CONTENT ON E-COMMERCE WEBSITES WITH FOCUS ON WEARABLE ELECTRONICS

Iveta Balážiová

Abstract

This research focuses on e-commerce websites with smart wearable electronics in Slovakia with regard to the interactive elements inserted into a static webpage. Depending on the amount of interactive functions, the work systematically differentiates the individual types of content on the e-commerce websites into three categories: non-interactive content, lower interactivity content and higher interactivity content. With the help of content analysis and descriptive statistics, the numerical calculation of occurrence of the above elements is shown for each category. We found that huge sales platforms with a broad spectrum of services and products used interactive and static content in a greater extent than other e-commerce websites. The main result of the survey is the fact that Slovak e-shops use static elements more than the interactive ones. The above findings indicate that e-commerce websites prefer a rather traditional form of content marketing compared to the interactive one, which is on the rise according to marketing experts.

Key words:

Content Marketing. E-shop. Interactive Content. Interactive Elements. Static Content. Website.

Introduction to the Issue

The development of digital technologies, software products, robust access of the society to online information and a general change in purchasing behavior in favor of the online community means that the commercial companies put considerable emphasis on digital marketing, especially on the area of e-business, marketing and sales websites. The presence of competition in the digital space and the possibility of the internet users to express their own views (the so-called UGC - or user generated content) causes a literal content explosion – termed the “content shock”¹. The consequence of such an “explosion” is the generally declining traffic

1 SCHAEFER, M.: *10 Strategies to Battle Content Shock*. [online]. [2019-05-22]. Available at: <<https://www.businessesgrow.com/2014/03/17/content-shock-strategies/>>.

at sales sites and/or less time spent on the page², which may also be manifested in smaller user attention to product sales. Commercial companies are trying to prevent the content explosion with various marketing tactics and measuring the effectiveness of digital marketing on the Internet. One of the possible approaches to creating the content marketing tactics and measuring its effectiveness is the knowledge of the types of published digital content, its characteristics, advantages and benefits, and on the background of such content, the knowledge of quantification procedures in the various forms of digital content, and determine the effectiveness of content marketing. The aim of this paper is to identify the types of digital content on the websites and determine the extent of their occurrence *on specific e-commerce sites with wearable smart watches*. The aim of our contribution reflects our interest in wearable smart electronics on the one hand, and enthusiasm for digital marketing and/or content marketing on the other. The selection of smart watches was largely based on the finding that wearable electronics is of interest to many existing users. In the last decade, Google has seen a rapid increase in searches related to the term “smart watch” (Figure 1) and “intelligent watch” (Figure 2). User interest in smart watches is also supported by high demand for such products, as documented by the trending sales of smart watches through Google recorded in Google Trends (Figure 3).

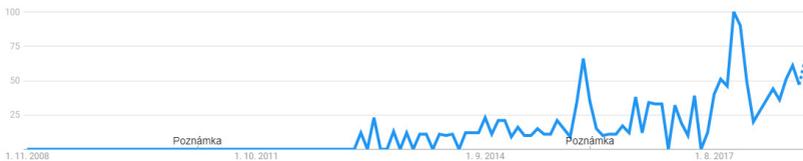


Figure 1: User interest reflected by the search term “smart watch” in Slovakia in the years 2008-2018

Source: *Google Trends*. [online]. [2019-10-22]. Available at <<https://trends.google.com/trends/explore?date=all&q=smart%20watch>>.

2 MUTHER, Ch.: *Instant gratification is making us perpetually impatient*. [online]. [2019-05-22]. Available at: <<https://www.bostonglobe.com/lifestyle/style/2013/02/01/the-growing-culture-impatience-where-instant-gratification-makes-crave-more-instant-gratification/q8tWDNGeJB2mm45fQxtTQP/story.html>>.

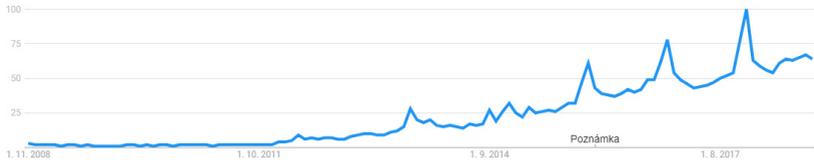


Figure 2: Online user interest in the search term “smart watch” in the years 2008-2018

Source: *Google Trends*. [online]. [2019-10-22]. Available at <<https://trends.google.com/trends/explore?date=all&q=smart%20watch>>.

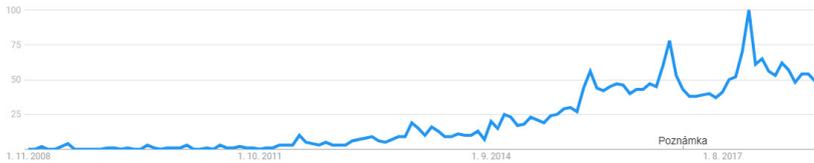


Figure 3: Development of “smart watch” sales over the years 2008-2018

Source: *Google Trends*. [online]. [2019-10-22]. Available at <<https://trends.google.com/trends/explore?date=all&q=smart%20watch>>.

The growing tendency in the above charts indicates that the e-shops offering smart products will be likely in a very competitive environment in the near future. To a large extent, their sales will be inter alia dependent on the quality and quantity of content marketing, consisting of mutually complementing interactive and static elements.

1 Static and Interactive Website Content

The area of content marketing, which is defined as marketing formats, including the creation and sharing of content for the purpose of consumer engagement, includes several kinds of content, including static and interactive. All above content types – interactive content, static content, microinteractions and minimalist interactivity – are part of website content marketing. Content marketing is defined as a strategic marketing approach. It focuses on the formation and distribution of relevant, valuable and consistent content in order to attract and maintain a clearly defined target group of users, and ultimately make a profit³.

3 *What is content marketing*. [online]. [2019-07-16]. Available at: <<https://contentmarketinginstitute.com/what-is-content-marketing/>>.

Such profit generation through the use of traditional static content will be increasingly problematic for businesses because the exclusive use static content will soon be unsatisfactory from the user's perspective⁴. It cannot adequately adapt to user needs. Demers likens static content to the traditional form of advertising whose effectiveness is constantly on a decline⁵. He adds that the biggest challenge for traditional content marketing is that it is used by a large number of commercial companies, which makes it a less effective tool of marketing communication on the Internet. The barrier of traditional static forms of content marketing can also be broken by visually engaging and interactive content, which is on the rise⁶. According to Mansueto, there will be more and more interactive content in the future⁷, which is also documented by the foreign studies conducted by Content Marketing Institute, according to which interactive website content exhibited a year to year (2016-2017) increase of about 4%⁸. The above makes us assume that interactive content will quantitatively prevail over static information in the future.

1.1 Categorization of Web Content

Website interactivity can also be viewed through the prism of a continuous distribution of elements depending on the number of interactive features contained in them^{9 10}. Interactive features include clicking, rotation, scrolling, dragging and insertion of own elements into the existing

4 DEMERS, J.: *Interactive Content Marketing: A Glimpse Into the Future of Content Marketing*. [online]. [2019-10-22]. Available at: <<https://www.inc.com/jayson-demers/interactive-content-marketing-a-glimpse-into-the-future-of-content-marketing.html>>.

5 Ibidem.

6 Ibidem.

7 MANSUETO, S.: *What the Future Holds for Interactive Content Creators*. [online]. [2019-10-22]. Available at: <<https://medium.ioninteractive.com/what-the-future-holds-for-interactive-content-creators-daa5065bda48>>.

8 BEETS, M. L.: *Interactive Content Fuels Customer Experiences [Research]*. [online]. [2019-10-22]. Available at: <<http://contentmarketinginstitute.com/2017/06/interactive-content-customer-experiences/>>.

9 RAFAELI, S., SUDWEEKS, F.: Networked interactivity. In *Journal of Computer Mediated Communication*, 1997, Vol. 2, No. 4, p. 1-4.

10 JENSEN, J. F.: "Interactivity": Tracking a new concept in media and communication studies. In *Computer Media and Communication*, 1999, Vol. 19, No. 1, p. 161-186.

content forms¹¹. In the context of continual view of interactivity and its elements, the content with interactive functions can be divided into a lower interactivity content and higher interactivity content¹². Higher interactivity content is made up of comprehensive interactive elements. Lower interactivity content is formed by microinteraction and minimalist interactivity. Non-interactive content consists of elements that lack interactive features. This differentiation of web content has become the basis for the next part of our study – analysis of content types on the websites with wearable smart technology.

2 Analysis of Static and Interactive Website Content

2.1 Research Problem and Aim

Interactive content has not been analyzed to a substantial degree in Slovakia. In our country there is an insufficient number of associations dealing with this issue. The lacking research is then reflected in the small number of specialized domestic publications and electronic contributions devoted to interactive content marketing. All of the above is reflected in the formulation of our research problem: *Rate of use of interactive content on e-commerce websites with wearable electronics*. This study aims to *determine the extent to which higher interactivity content, lower interactivity content and non-interactive content is used on the e-commerce websites with smart wearable electronics*. By meeting the aim, we will also document the current status of interactive content and its use in comparison with the static content in select Slovak e-commerce websites with electronics.

2.2 Research Questions

Several authors agree that website content design is both interactive and static^{13 14}. From a practical perspective, interactive content complements static content and they can efficiently meet their marketing

11 XU, Q., SUNDAR, S.: Interactivity and memory: Information processing of interactive versus non-interactive content. In *Computers in Human Behavior*, 2016, Vol. 63, No. 1, p. 621-628.

12 Ibidem.

13 Ibidem.

14 SEDEGAH, E.: *Best Practices for Your Dynamic, Interactive Content Marketing*. [online]. [2019-05-22]. Available at: <<https://blogs.adobe.com/digitalmarketing/customer-experience/best-practices-dynamic-interactive-content-marketing/>>.

communication goals only in mutual coexistence¹⁵. To effectively meet the company's objectives in the above complementation, there is a presumption that e-commerce sites with a large amount of interactive content will simultaneously publish more information of static nature. Based on the foregoing, we formulated the first research question:

- **RQ1:** What is the ratio of types and/or forms of digital content (static content, low interactivity content and higher interactivity content) on the Slovak smart watch sales sites?

Demers describes static content expressed as a traditional form of content marketing, which is a very popular tool in the business environment. In contrast, interactive content is seen as something new that can guarantee a competitive advantage¹⁶. According to the research studies, the use of interactive elements versus static elements on the websites also has other (not only the competitive) advantages. For example, the study conducted by Sun and Hsu, which examined the impact of interactivity on the variables such as attitude, satisfaction, learning and student perception, shows that (compared with static content) there is a significant relationship between higher degree of interactivity and attitude, learning and satisfaction in the research participants¹⁷. The study also showed that repeated exposure to highly interactive content over time increased the ability of the participants to quickly and easily operate the system, and thereby affected the performance and attitudes of the participants. Other research studies^{18 19 20}

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- 15 MANSUETO, S.: *What the Future Holds for Interactive Content Creators*. [online]. [2019-10-22]. Available at: <<https://medium.ioninteractive.com/what-the-future-holds-for-interactive-content-creators-daa5065bda48>>.
 - 16 DEMERS, J.: *Interactive Content Marketing: A Glimpse Into the Future of Content Marketing*. [online]. [2019-10-22]. Available at: <<https://www.inc.com/jayson-demers/interactive-content-marketing-a-glimpse-into-the-future-of-content-marketing.html>>.
 - 17 SUN, J., HSU, Y.: Effect of interactivity on learner perceptions in Web-based instruction. In *Computers in Human Behavior*, 2013, Vol. 29, No. 1, p. 172-183.
 - 18 Ibidem.
 - 19 XU, Q., SUNDAR, S.: Interactivity and memory: Information processing of interactive versus non-interactive content. In *Computers in Human Behavior*, 2016, Vol. 63, No. 1, p. 621-628.
 - 20 CHUNG, H., ZHAO, X.: Effects of Perceived Interactivity on Web Site Preference and Memory: Role of Personal Motivation. In *Journal of Computer-Mediated Communication*. 2004, Vol. 10, No. 1, p. 2-6.

indicate the existence of a relationship between interactivity and attitude. According to other studies, interactivity has the ability to potentially affect the purchase intentions²¹, it has a positive effect on the perception of the website users^{22 23} and their involvement^{24 25}. The above positive effects of interactive digital content indicate that the placement of interactive content has a demonstrable importance for the websites. According to Sundar, Xu, Oh and Jia²⁶, however, there are several forms of interactive elements that offer unique ways of interaction and thus may have different effects on the user's psychological variables. Our scientific interest is therefore focused on the next research question focused on the interactive elements used on specific websites:

- **RQ2:** What specific interactive web design elements can be found on the Slovak smart watch sales sites?

2.3 Method

The research problem, objectives were formulated on the background of the analysed literature and professional expertise. We used the e-commerce websites with focus on wearable electronics as our data source. The content analysis on these websites was performed with the content analysis method. The collection of data from these sites was carried out in May 2018. We recorded all elements of web design, including static content, interactive content, elements of microinteraction and

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- 21 XU, Q., SUNDAR, S.: Lights, Camera, Music, Interaction! Interactive Persuasion in E-commerce. In *Communication Research*, 2014, Vol. 41, No. 2, p. 283-307.
 - 22 XU, Q., SUNDAR, S.: Interactivity and memory: Information processing of interactive versus non-interactive content. In *Computers in Human Behavior*, 2016, Vol. 63, No. 1, p. 621-628.
 - 23 RAFAELI, S., SUDWEEKS, F.: Networked interactivity. In *Journal of Computer Mediated Communication*, 1997, Vol. 2, No. 4, p. 1-4.
 - 24 XU, Q., SUNDAR, S.: Lights, Camera, Music, Interaction! Interactive Persuasion in E-commerce. In *Communication Research*, 2014, Vol. 41, No. 2, p. 283-307.
 - 25 RAFAELI, S., SUDWEEKS, F.: Networked interactivity. In *Journal of Computer Mediated Communication*, 1997, Vol. 2, No. 4, p. 1-4.
 - 26 SUNDAR, S. S., XU, Q., OH, J. B., JIA, H.: Modality is the Message: Interactivity Effects on Perception and Engagement. In MYNATT, E., SCHONER, D. (eds.): *CHI'10 Extended Abstracts on Human Factors in Computing Systems*. New York, USA : ACM, 2010, p. 4106-4109.

minimalist interactivity. Based on expert literature^{27 28 29 30}, the content elements were subsequently classified into categories of non-interactive content, lower interactivity content and higher interactivity content.

2.4 Selection of Websites for Analysis

The selection of websites for analysis was made by entering the following keywords into the Google Search field: *smart watches*; *smart watch* (inteligentné hodinky; smart hodinky in Slovak). The first 5 websites for each search term qualified for inclusion into the research sample. The data were only collected from natural links. The websites that have already been included into the selection were scrapped due to duplicity and replaced by a website, which appeared lower in the search results. We always analyzed the first page with the smart product from the list of analyzed products on the landing page. The analysis was focusing on the e-commerce websites available in Slovakia. The the first-level domain addresses of all analyzed websites ended with the generic “.sk” suffix.

2.5 Results of Content Use in the Individual Categories

The presented results show the use of lower interactivity content, higher interactivity content and non-interactive content on e-commerce websites. The following chart shows the average use of content in the given categories.

27 See also: LUPPA, V. N.: *Interactive design for new media and the web*. Boston : Focal Press, 2001.

28 ROSIN, R.: *9 Types of Interactive Content for Innovative Lead Gen*. [online]. [2019-05-22]. Available at: <<https://www.business2community.com/brandviews/act-on/9-types-interactive-content-innovative-lead-gen-01665476>>.

29 BARRY, F.: *Interactive Content Is Where the Action Is Now*. [online]. [2019-05-22]. Available at: <<https://blog.kissmetrics.com/interactive-content-is-where-the-action-is/>>.

30 WALTERS, T., ROSE, R.: *Deliver peak experiences with interactive content*. [online]. [2019-10-22]. Available at: <https://contentmarketinginstitute.com/wp-content/uploads/2016/06/1on_CMI_InteractiveContent_Report_Final.pdf>.

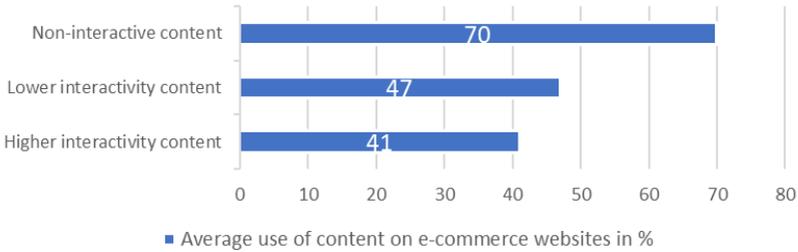


Chart 1: Average use of content on e-commerce websites in relative value indicators

Source: Own processing

We found that the analysed websites used on average up to 70% of various non-interactive content types from all available static elements in the given area, 47% of lower interactivity content and 41% of higher interactivity content. Within the framework of non-interactive content, we identified text data (price, product name, stock, reviews, parameters and product description), visual data (a static image of the product) and audio visual data (video). The lower interactivity content was represented by layered information, buttons (microinteractions); offerings of other products, navigation and the “into the basket” system (elements of minimalist interactivity). Next, we identified the hyperlinks and social network sharing (these can be assigned both to microinteractions and elements of minimalist interactivity). Higher interactivity content included the elements classed by several marketing professionals^{31,32} as comprehensive interactive content³³. The following types were present on the analysed sites: gallery, review, automatic diagnostic tools, feedback, timeline, newsletter, chat and discussion forum. The list was supplemented by a product comparison tool, price tracker (watchdog)

31 ROSIN, R.: *9 Types of Interactive Content for Innovative Lead Gen*. [online]. [2019-05-22]. Available at: <<https://www.business2community.com/brandviews/act-on/9-types-interactive-content-innovative-lead-gen-01665476>>.

32 WALTERS, T., ROSE, R.: *Deliver peak experiences with interactive content*. [online]. [2019-10-22]. Available at: <https://contentmarketinginstitute.com/wp-content/uploads/2016/06/lon_CMI_InteractiveContent_Report_Final.pdf>.

33 BARRY, F.: *Interactive Content Is Where the Action Is Now*. [online]. [2019-05-22]. Available at: <<https://blog.kissmetrics.com/interactive-content-is-where-the-action-is/>>.

and wish list, which were based on more than one interactive feature such as a single click of a button, scrolling, dragging, moving, rotation or insertion. The characteristics of full fledged interactive content were even identified in the interactive image, which allows the user to zoom, scroll and rotate the product in 3D. Even and Xu and Sundar (2016) include the interactive image under interactive content.

Table 1: Identification and categorization of web design elements on the analysed websites with wearable electronics

Higher interactivity content	Lower interactivity content	Non-interactive content
Interactive picture	Internal navigation	Product name
Gallery	Offering of other products	Brief product description
User rating	„Download“ button	Price
Automatic diagnostic tools	„Print page“ button	In stock
Feedback	“In-store booking” button	Product parameters
Newsletter	Hyperlink: website of the manufacturer	Static product image
Timeline	Hyperlink: variations of designs	Video
Chat	Hyperlink: benefit program	User reviews
Form	Hyperlink: warranty, insurance, loan payments	
Forum	Hyperlink: stores; terms of delivery	
Add to wishlist	Layered information	
Price tracker (watchdog)	Share on social networks	
Product comparator	Add to Cart	

Source: Own processing

It should be noted that when comparing the elements of higher interactivity with elements of lower interactivity, the higher interactivity content is made up of primary information about the products. The elements of lower interactivity extend the information plane with secondary information and data presented in the form of hypertext links, layered information and buttons. These features also make up parts of the content in each of the analysed e-shops, and do not add to the user experience as higher interactivity content does. For this reason, it is necessary to thoroughly separate both categories.

2.6 Results of Interactivity in the Analysed E-Shops

The above content elements are divided into three primary categories and they are not used on the e-commerce websites in the same way.

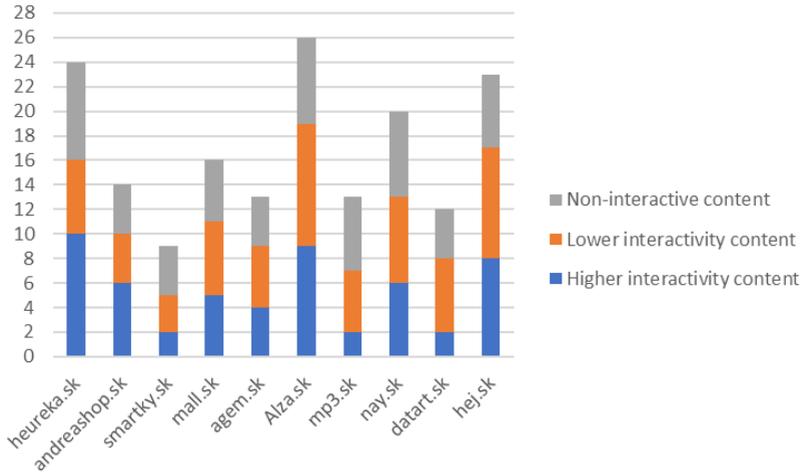


Chart 2: Use of content on websites

Source: Own processing

According to the above Chart, alza.sk uses the widest array of content types. It uses altogether 26 types of information of diverse nature from a total of 34, which corresponds to 76.5% of all identifiable content. This website was followed by heureka.sk (70.5% of all identifiable content), hej.sk (67.6% of all identifiable content) and nay.sk (58.8% of all identifiable content). Not only did the above websites use the most diverse types of various information for the user, they also used the most interactive elements in terms of content.

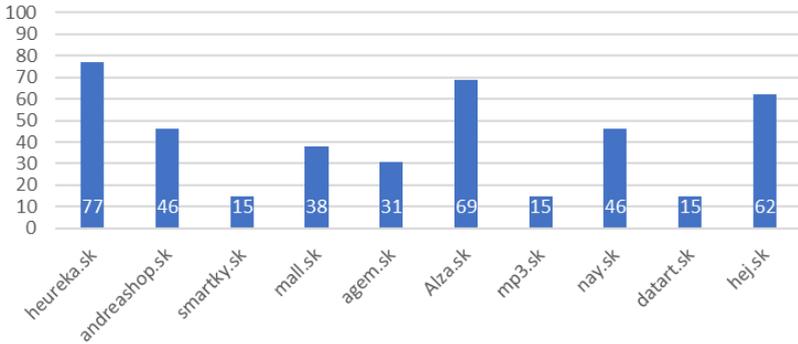


Chart 3: Use of higher interactivity content on websites in relative value indicators

Source: Own processing

Heureka.sk used up to 77% of interactive content from the higher interactivity category on its website. Alza.sk published slightly less interactive content (69%), followed by hej.sk with 62% of higher interactivity content. Although Nay as a commercial company used quite a lot of various elements of web design on its website (Figure 2), it used only 46% of all identifiable content in the higher interactivity category. It ranked the same as andreashop in terms of percentages.

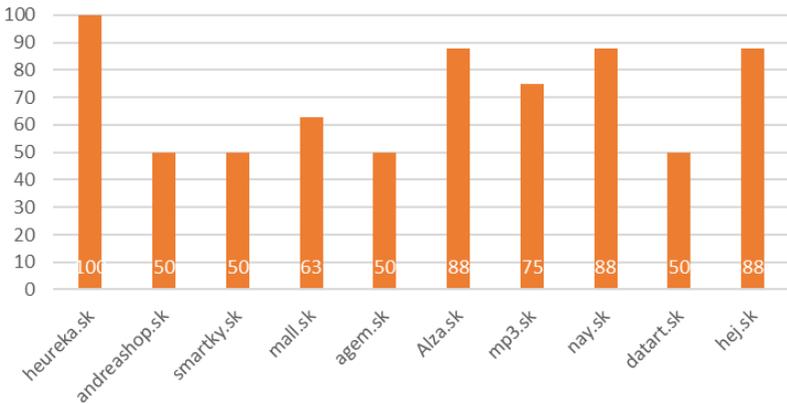


Chart 4: Use of non-interactive content on e-commerce websites in relative value indicators

Source: Own processing

The category of non-interactive content was also dominated by heureka.sk, which used all identifiable and practically occurring static elements. It was followed by alza.sk, hej.sk and nay.sk with the same number of 88%. The site mp3.sk was also above average, with 75% of the types of analysed static information.

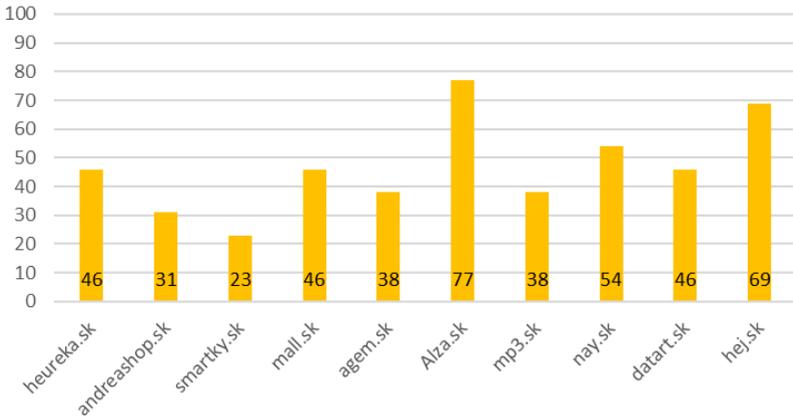


Chart 5: Use of lower interactivity content on websites in relative value indicators

Source: Own processing

Lower interactivity content was the last of the analysed categories. According to the Chart, most secondary information could be found on alza.sk. This website published a large number of hyperlinks to content informing about loan installments, loyalty programs and warranty. The last hyperlink linked to the website of the manufacturer. This e-shop also richly used layered information, providing the user with additional information to suit his/her interests. The e-shops hej.sk and nay.sk also used lower interactivity content. The other websites used lower interactivity content in a negligible extent.

2.7 Discussion

The results of the study show that the analyzed e-shops mostly used non-interactive content types, i.e. up to 70% of all identifiable static elements (Chart 1). The other content categories were underused on the said websites. Higher interactivity content was used at 41% and lower interactivity content reached 47%. Based on the above, we hereby

confirm Hypothesis H2 and maintain that e-commerce websites use a significantly larger amount of non-interactive content elements than higher interactivity elements. In our study, we also found that complex interactive forms were mostly used by heureka.sk, hej.sk and alza.sk (Chart 3). At the same time, the said websites also used most of the non-interactive content types (Chart 4). Therefore, we maintain that the sites that used a larger amount of interactive content types also used more types of static content compared to other sites. The last important finding is that although the interactive content was used extensively on heureka.sk, hej.sk and alza.sk, static content prevailed over interactive content. Even the other e-shops preferred static content, and the interactive elements were underused or were borderline marginal. Our findings make us conclude that Slovak e-commerce websites prefer traditional forms of content marketing, which are characterized by the information being presented rather in a static than interactive form. Therefore, e-shops do not use the individual types of interactive content to a sufficient extent. According to experts, interactive content is on the rise and its use on the websites is increasing^{34 35 36}. This highlights the need for the development of interactive content marketing in the field of intelligent wearable electronics in Slovakia.

Conclusion

Content marketing is undergoing numerous changes to reflect the behaviour of the users and their demanding requirements on content. These changes occur mainly on e-commerce websites that directly depend on the quality and quantity of content marketing. Experts in the field claim that the amount of interactive content on the websites will

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- 34 BEETS, M. L.: *Interactive Content Fuels Customer Experiences [Research]*. [online]. [2019-10-22]. Available at: <<http://contentmarketinginstitute.com/2017/06/interactive-content-customer-experiences/>>.
 - 35 DEMERS, J.: *Interactive Content Marketing: A Glimpse Into the Future of Content Marketing*. [online]. [2019-10-22]. Available at: <<https://www.inc.com/jayson-demers/interactive-content-marketing-a-glimpse-into-the-future-of-content-marketing.html>>.
 - 36 MANSUETO, S.: *What the Future Holds for Interactive Content Creators*. [online]. [2019-10-22]. Available at: <<https://medium.ioninteractive.com/what-the-future-holds-for-interactive-content-creators-daa5065bda48>>.

grow at the expense of static content^{37 38 39}. In order to confirm these assumptions, it is necessary to document the current status of use of interactive content on the e-commerce websites. Therefore, this study aims to determine to what extent interactive and non-interactive content is used on e-commerce websites with smart wearable electronics. On the basis of available literature, the interactivity of websites was divided into lower interactivity content, higher interactivity content and non-interactive content. One of the fundamental findings of the study is the fact that e-shops in Slovakia widely use various types of static content, and advanced interactive content is rather underused. Interactive content does not substitute static content, but coexists alongside the static forms. This is confirmed by the fact that the e-shops with fewer interactive forms also used less static content. Conversely, the websites with more diverse static content types also integrated a greater amount of interactive content types into their "body". By using multiple types of web content, one can create a more comprehensive image of the products and services in the minds of the users. This study therefore opens up possibilities for implementing marketing research and analysis on the perception of interactive content by Internet users.

Acknowledgement: This study is a partial output from the research project APVV-18-0257 – "Incubator of Multimedia Digital Production - Reciprocal Transfer of Science, Art and Creative Industries". This study is a partial output from the research project UGA IV/1/2019 „Scientific investigation of interactivity on memory of users on e-commerce websites“.

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- 37 MANSUETO, S.: *What the Future Holds for Interactive Content Creators*. [online]. [2019-10-22]. Available at: <<https://medium.ioninteractive.com/what-the-future-holds-for-interactive-content-creators-daa5065bda48>>.
- 38 BEETS, M. L.: *Interactive Content Fuels Customer Experiences [Research]*. [online]. [2019-10-22]. Available at: <<http://contentmarketinginstitute.com/2017/06/interactive-content-customer-experiences/>>.
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Contact data:

Mgr. Iveta Balážiová
Constantine the Philosopher University in Nitra
Faculty of Arts
Tr. A. Hlinku 1
949 74 Nitra
SLOVAK REPUBLIC
iveta.balaziova@ukf.sk

PODCAST – A NEW CHALLENGE FOR OPINION-FORMING PERIODICALS IN SLOVAKIA

Pavel Bielik

Abstract

Podcast has entered the Slovak media landscape only recently, although abroad it is a well-established source of information, an entertaining, motivational, or educational medium used daily by a part of population. As it is an easily available and relatively simple format, Slovak mainstream media are currently trying to establish themselves in the area of podcast. The paper will analyse motivations and efforts of individual media market actors, measurability of podcast and its (not exclusively) economic potential and possible risks.

Key words:

Advertisement. Audio. Media. Monetization. Periodicals. Podcast.

Introduction

New trends in media continuously bring more phenomena that have to be faced and, in some cases, can be used to derive maximum benefit from. News come in increasingly more diverse forms and stories are created in innovative ways in order to conform to the habits and catch the attention of recipients in the digital world.¹ According to Švecová, journalism on internet faces many challenges or trends that change the face of traditional journalistic genres. These are, for instance, sensationalism, visualisation, multimedia, data journalism, and artificial intelligence.² Part of the aforementioned trend is also the rise of audio files, also called podcasts, on websites of media corporations and other platforms. The term podcast originated in 2004 as a portmanteau of “iPod” from the Apple Inc. and the word “broadcasting”. We can also find other names for it, such as audio blog, but the term podcast has settled so much that all efforts to change it have failed, although podcast is not an audio file designed exclusively for the aforementioned American company, as it can be played also on the competing smart phones, tablets, computers,

1 TONG, J.: Introduction: Digital Technology and Journalism: An International Comparative Perspective. In TONG, J., LO, S. (eds.): *Digital Technology and Journalism An International Comparative Perspective*. London : Brunel University, 2017, p. 2.

2 ŠVECOVÁ, M.: *Webová žurnalistika*. Trnava : FMK UCM in Trnava, 2017, p. 86.

and applications. Some basic characteristics and rules apply here too:³

- clarity of facts – accurate alignment of material allows easier,
- orientation, redundancy – preventing repetition of facts,
- while-listening activity – a concentrated form of listening is important,
- radio speech – a presenter should adhere to the correct articulation, intonation, and speech fluency,
- accompanying text – every podcast should contain a title, lead paragraph, and a few paragraphs of text.

We do not have unambiguous information about the first audio files available on the internet, however, it is assumed that the first to create them were DJs, musicians, and radio presenters. Apple was the first big company to support the rise of podcasts by adding them to their media player iTunes 4.9 in 2005. Since then, there is a preinstalled mobile application available to the owners of these devices. Statistics from 2015 prove that as many as 82% of them use podcasts directly through the Apple application.⁴ The Apple podcasts application is the most popular platform of its kind also in Slovakia. Many other mobile applications, through which recipients listen to podcasts, have been developed over time (TuneIn, Overcast, SoundCloud, Stitcher, Podbean). The Slovak writer and journalist Tomáš Ulej started his own recordings of literature in 2005; however, their mass penetration of the local media market was noted in 2018, when several producers and opinion-forming periodicals decided to speak to their recipients through newly-developed podcast programmes.

1 Numbers Are Constantly Growing

They are easily downloadable to our smart phone or any other device. And they are free. In the times of monetization of content, the affordability of podcasts is one of the key aspects of their success and constant growth. According to Švecová, first attempts at monetizing content in the digital sphere have already occurred but, as she adds, currently, people still have not formed a habit that would convince them to pay for an online content.⁵ Therefore, podcast, which is still largely free, spreads among recipients very quickly; Slovakia not being an exception.

3 ŠVECOVÁ, M.: *Webová žurnalistika*. Trnava : FMK UCM in Trnava, 2017, p. 86.

4 MAJO, B.: *Report: 82% of mobile podcast listening happens on iPhone, mostly using Apple's Podcasts app*. [online]. [2019-10-11]. Available at: <<https://9to5mac.com/2015/07/20/report-82-of-mobile-podcast-listening-happens-on-iphone-mostly-using-apples-podcasts-app>>.

5 ŠVECOVÁ, M.: *Webová žurnalistika*. Trnava : FMK UCM in Trnava, 2017, p. 73.

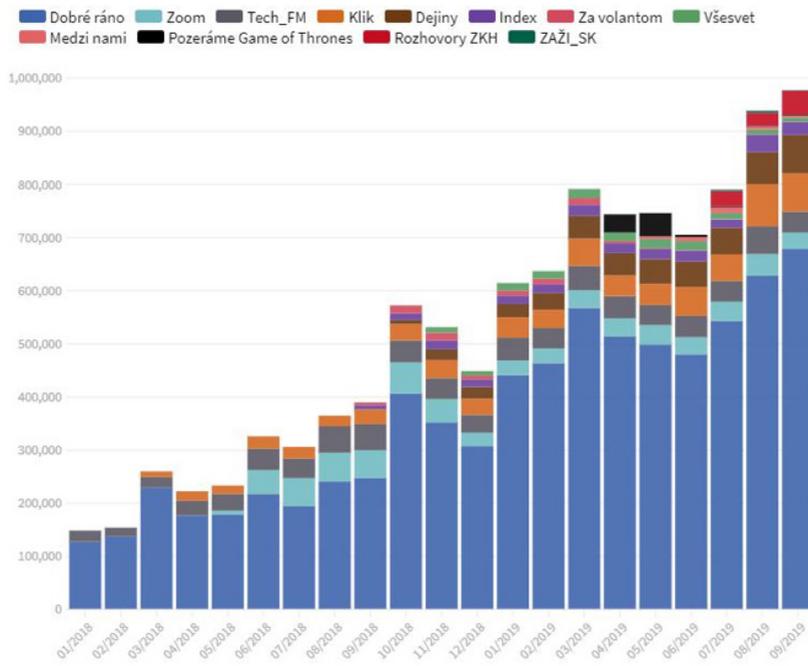
1.1 SME

One of the Slovak most popular podcast programmes *Dobré ráno (Good Morning)* started just two years ago, its numbers, however, prove an increased interest in audio files. It is an equivalent of the American podcast *The Daily* produced by *The New York Times*, which started in February 2017 and is 20-30 minutes long. The show host invites a *The New York Times* journalist, based on their thematic scope, and they discuss a particular topic. *The Daily* is listened to by eight million unique listeners a month and, in 2018, it was one of the most downloaded podcasts in the Apple podcasts application world-wide. On the occasion of second anniversary, the daily newspaper *SME* that has created this popular podcast, prepared a special episode recorded live with the audience. In August 2019, the overall number of listens of *SME* podcasts since their start exceeded ten million.⁶ In September, the podcast *Dobré ráno* had as many as 677 thousand plays (downloads) per month; average episode is listened to by almost 22 thousand listeners. The chart of listener numbers shows that *Dobré ráno* is, in the long term, the most popular podcast programme from *SME*. While in September 2018, *Dobré ráno* had more than 200 thousand listeners per month, a year after, the numbers tripled. The number of download of their podcasts is attacking the level of one million per month.⁷ Since July 2019, they have been joined by the podcast *Rozhovory ZKH (Interviews of ZKH)*, which is a recording of a programme by Zuzana Kovačič-Hanzelová. Individual episodes of video-interviews are uploaded with an approximately 48 hour delay after being published on *SME Video* website and on the newspaper's YouTube channel.⁸ In September, the daily newspaper also added a new sports podcast *Telesná výchova (Physical Education)*. Combined with the podcasts, *SME* created the Facebook group *Podcastový klub denníka SME (SME Podcast club)*, where they publish the latest episodes, members discuss the topics with the producers, and important messages are posted. Thus, the medium efficiently brings their listeners together in one place.

6 TVRDOŇ, D.: *Podcasty denníka SME prekročili desať miliónov prehratí*. [online]. [2019-10-11]. Available at: <<https://podcasty.sme.sk/c/22204202/podcasty-dennika-sme-prekrocili-desat-milionov-prehrati.html>>.

7 STRUHÁRIK, F.: *MediaBrífing: Podcasty sú na vrchole, spúšťa ich už aj RTVS*. [online]. [2019-10-12]. Available at: <<https://dennikn.sk/1606574/mediabrifing-podcasty-su-na-vrchole-spusta-ich-uz-aj-rtvs>>.

8 TVRDOŇ, D.: *Rozhovory Zuzany Kovačič Hanzelovej už môžete počúvať ako podcasty*. [online]. [2019-10-12]. Available at: <<https://podcasty.sme.sk/c/22162597/rozhovory-zuzany-kovacic-hanzelovej-aj-ako-podcasty.html#ixzz628fmGLHZ>>.



Picture 1: Number of Listeners of SME Podcasts

Source: *Podcast Dobré ráno má 20-tisíc denných poslucháčov*. [online]. [2019-10-11]. Available at <<https://podcasty.sme.sk/c/22089093/pocuvanost-podcastov-rastie-dobre-rano-dosiahlo-dalsi-rekord.html>>.

1.2 Denník N

Denník N started its podcasts at the end of February 2018 and, in October, the number of downloads exceeded five million. September was a record month for their podcasts, similarly to *SME*. They were downloaded by more than 717 thousand people. The number of their listeners, however, does not grow at a regular pace; on the contrary, in August and July it fell to 211 thousand and 289 thousand downloads a month respectively. The daily *Newsfilter* podcast has an average of 12 thousand downloads per one episode, which is approximately half of the *Dobré ráno* podcast. *Newsfilter* is released six times a week and differs from other podcasts by the fact that the editors of the newspaper comment on the most important events of the day and add recommendations for the best texts on the

whole *Slovak web*. It is usually 10 minutes long.⁹ In the form of a podcast, *Denník N* also publishes *Ekonomický newsfilter* (*Economic Newsfilter*), *Sobotný podcast* (*Saturday podcast*), recordings from discussions, and other forms of audio files that do not have to be of a regular character. All are available at the same channel, except for the sports podcast that can be found on a separate account under the title *Šport of Denník N*.



Picture 2: Number of Downloads of Denník N Podcasts

Source: *MediaBrifing: Podcasty sú na vrchole, spúšťa ich už aj RTVS*. [online]. [2019-10-11]. Available at: <https://dennikn.sk/1606574/mediabrifing-podcasty-su-na-vrchole-spusta-ich-uz-aj-rtvs/?dennikn_lock=0>.

1.3 Radios and Televisions

Besides newspapers and internet media, radios and televisions also publish their programmes as podcasts; in some cases, their listeners are able to download the recordings shortly after the original programme has ended. In 2019, *TV Markíza* has started a podcast version of the political programme *Na telo s Michalom Kovačičom*; the public television *RTVS* has also published a list of official podcasts. Among them, there are programmes like *Z prvej ruky* (*First Hand*), *Sobotné dialógy* (*Saturday Dialogues*), *Nočná pyramída* (*Night Pyramid*), *Ráno na eFeMku* (*Morning on the eFeM*), *Baláž & Hubinák*, *Fenomény* (*Phenomena*), English programme *Slovakia Today* and the German *Die Slowakei hautnah*.¹⁰ *RTVS* will most likely add more programmes in the form of podcasts; however,

9 *Newsfilter*. [online]. [2019-10-12]. Available at: <<https://dennikn.sk/tema/newsfilter>>.

10 *Podcasty rozhlasových relácií RTVS*. [online]. [2019-10-12]. Available at: <<https://www.rtvs.sk/radio/podcasty>>.

so far, there is no indication of the public institution creating an entirely new podcast that would not be just a copy of an original programme from its broadcasting. *Rádio Express* also provides its popular discussion programme *Braňo Závodský Naživo (Braňo Závodský Live)* on various platforms. The most-listened-to radio station has seventeen of them altogether.

2 Relevant Metrics Are Missing

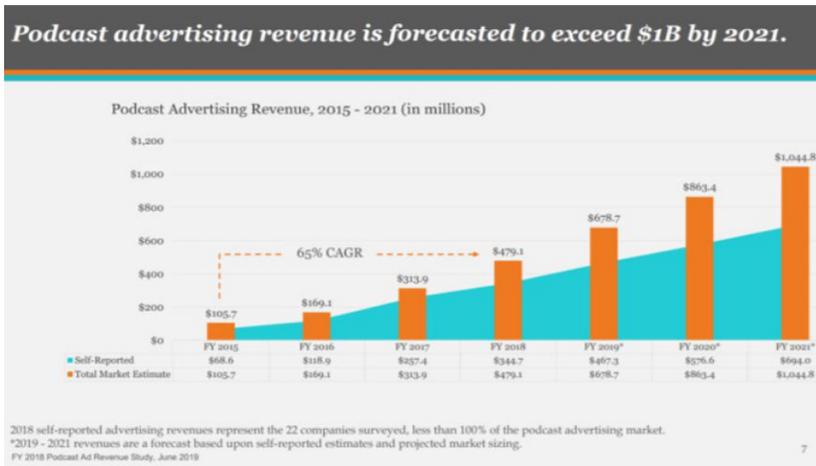
When it comes to podcasts, there is no reliable analytical tool, such as e.g. an audited measurement of website traffic, and, therefore, the producers usually do not know what the spectrum of audience that they are addressing is. Sweden can be stated as a relevant example of solving the problem, as the podcast creators there have agreed on a standard monitoring system, which publishes the numbers of listens on a weekly basis.¹¹ For instance, the principle behind the project AIMmonitor is to provide collected data to the media of the Slovak internet that further serve other agencies and advertisers as an instrument of planning, purchasing, and evaluating their campaigns. That is why the positive trend in podcasts is problematic in certain aspects – it is hard to get potential sponsors and advertisers, who might not trust podcasts and the assumed groups of audience. For these reasons, various surveys aimed, inter alia, at better identification of the audience and more precise targeting of potential advertising are being conducted. Thematic podcasts provide an easier choice for advertisement purchasing. For instance, the first minute of the audio file of the technological podcast *Klik (Click)*, produced by *SME*, contains an advertisement aimed at a banking application from the ČSOB company.

2.1 Who Listens to Podcasts in the USA?

According to the survey by Edison Research from 2019 conducted on a sample of 4.126 listeners of more than 12 years of age, as many as 51% of the surveyed Americans (an estimate of 144 million people) have listened to a podcast at least once. Based on the obtained data, we can state that an average American listens to seven podcasts a week, while 65% of the respondents use smart phones, tablets, or other portable devices to listen to podcasts. 90% of the surveyed people have listened

11 *Poddindex*. [online]. [2019-10-11]. Available at: <<https://poddindex.se>>.

to a podcast at home and 39% are interested in music podcasts. 36% are interested in news and politics. The survey also shows interesting numbers with regard to the length of the listening – as many as 52% of the respondents listen to the entire episode and just 2% listen only to the beginning. As regards the advertising, 37% of the respondents perceive the advertised brand more positively than negatively.¹² According to the chart from the non-profit organization IAB (Interactive Advertising Bureau) from 2018, the podcast advertising revenue in 2017 had grown by 94% compared to the previous year. IAB estimated that the revenue in 2018 would reach 402 million dollars; however, it had reached as much as 479 million dollars. It is similar with the estimations for other years. While in 2017, the revenue estimate for the year 2020 represented approximately 659 million, a year later it was increased to 863 million dollars.¹³



Picture 3: Advertising Revenue in the USA

Source: *The Podcast Consumer 2019*. [online]. [2019-10-12]. Available at: <<http://www.edisonresearch.com/wp-content/uploads/2019/04/Edison-Research-Podcast-Consumer-2019.pdf>>.

12 *The Podcast Consumer 2019*. [online]. [2019-10-12]. Available at: <<http://www.edisonresearch.com/wp-content/uploads/2019/04/Edison-Research-Podcast-Consumer-2019.pdf>>.

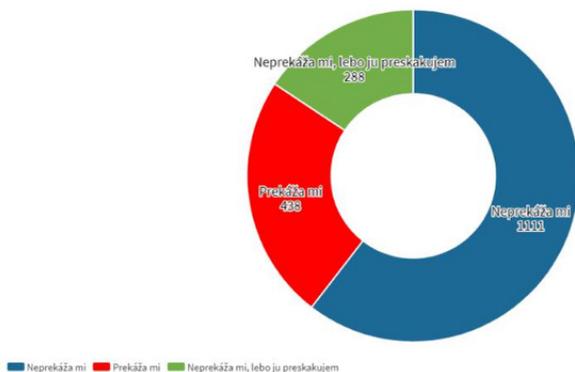
13 *IAB FY 2018 Podcast Ad Revenue Study*. [online]. [2019-10-12]. Available at: <https://www.iab.com/wp-content/uploads/2019/06/Full-Year-2018-IAB-Podcast-Ad-Rev-Study_6.03.19_vFinal.pdf>.

2.2 Who Listens to Podcasts in Slovakia?

According to the survey of the GroupM agency conducted on a sample of more than 3000 people, published by the portal *Stratégie* in May 2019, 10% of online population in Slovakia listens to podcasts, the most interested in podcasts being people from media and advertising background. The survey results show that one third of advertisers pay their attention to podcasts at least once a week.¹⁴ In regard to the growing trend in podcast popularity, the newspaper *SME* initiated its second own survey of listeners of the programme *Dobré ráno* through an anonymous online questionnaire. The results of the *SME* survey, which reached 1837 listeners, are similar to the results of the survey conducted by Edison Research. As many as 68% of the respondents listen to podcasts on a daily basis and 26% a few times a week. 80% use a smart phone to listen to podcast, 918 listeners have a university education. More than 60% of the respondents listen to podcasts at home. Podcasts address a wide spectrum of listeners, mainly those with higher education. 35% of the respondents are aged 25-34; the age distribution of the listeners is, thus, similar to the United States. 1111 listeners do not mind possible advertising in podcasts, which is certainly positive news for the producers for the future. 288 respondents skip advertisements.¹⁵

14 MARTIŇÁK, P., ČEKLOVSKÝ, M.: *Podcasty. Ako využiť nový buzz v mediálnom svete vo svoj prospech?* [online]. [2019-10-12]. Available at: <<https://strategie.hnonline.sk/blogy/1941334-nielen-o-podcastoch-ako-mozu-firmy-vyuzit-zvuk-vo-svoj-prospech>>.

15 TVRDOŇ, D.: *Kto počúva podcasty na Slovensku? Pozrite si výsledky veľkého prieskumu poslucháčov.* [online]. [2019-10-12]. Available at: <<https://podcasty.sme.sk/c/22110022/vysledky-prieskumu-posluchacov-podcastov-dennika-sme.html#ixzz62F7msv4x>>.



Picture 4: How Podcast Listeners Perceive Advertising

Source: TVRDOŇ, D.: *Kto počúva podcasty na Slovensku? Pozrite si výsledky veľkého prieskumu poslucháčov*. [online]. [2019-10-12]. Available at: <<https://podcasty.sme.sk/c/22110022/vysledky-prieskumu-posluchacov-podcastov-dennika-sme.html#ixzz62F7msv4x>>.

3 Possible Uses

With the growing list of podcasts in Slovakia, the number of advertisers paying attention to this phenomenon is also growing, as the sound is becoming a natural part of content strategies of many big and small actors on media market. As we have already mentioned in the article, it is mainly thematic podcasts that represent a significant object of interest. In Slovakia, it is no longer a problem to listen to audio versions of daily news, discussions, books, as well as technological, economic, scientific, marketing, sports, or historical podcasts. In this chapter of the paper, we will take a closer look at some possibilities of how to make a better use of the economic potential of Slovak podcasts.

3.1 Implementation of Advertisement

Implementation of a classic audio advertisement, or an audio spot, as is already done by the aforementioned podcast *Klik* aimed at technologies and innovations, would appear to be the simplest option. However, the daily newspaper *SME* has also used several podcasts that provide interesting information to their listeners and simultaneously implement a concrete product or service. Among these, we can find, for instance, a series of podcasts called *Pozeráme Game of Thrones* (*We Watch Game of*

Thrones), which offered special episodes aimed at the last season of the popular TV series. *SME* brought the programme in cooperation with the British television network *HBO*; however, it only contained eight episodes. Such a sophisticated form of podcast certainly deserves to be of a longer term character.¹⁶ In April 2019, *SME* also released a special issue of the podcast *Dobré ráno* about the Slovak film awards, which started with the words: “*This podcast is brought to you by the National Film Awards the Sun in a Net*”, but it was only a one-off episode.¹⁷ The podcast *Dobré ráno* often does not include any advertising because, from the advertisers’ point of view, it is difficult to target it efficiently. An inadequate choice of advertisements could be disturbing and disrupt the overall impression of the podcast. For instance, podcasts by the American newspaper *New York Times* contain advertisements for various clients that are, however, read by one voice, making it an effective way of decreasing the distortive moment while offering different forms of advertising. An interesting solution has been found by the British public television network *BBC*, which, according to the law, is not allowed to have advertising in podcasts on the territory of Great Britain, to what it responded in May 2018 by partnering with the Swedish company *Acast* and starting to monetize their programmes abroad by adding advertising spots.¹⁸

3.2 Thematic Podcasts

Undoubtedly, the most attractive podcasts for advertisers are those that address the topics of their interest. A good example of a growing number of listeners would be the podcast *Index* – a weekly *SME* podcast about the economics and business in Slovakia and the world, which is hosted by the journalist Adam Valček. The investigative journalist has already provided his listeners with episodes about the *ESET* company, smart phone banks such as *Revolut*, *N26* or *365.bank*, and on the 3rd October 2019, he invited the *Poštová banka* CEO, Andrej Zaťko. Besides the

16 OHRABLO, M., PODSTUPKA, O.: *Kto prežije Hru o Tróny? Predstavujeme nový špeciálny podcast SME*. [online]. [2019-10-11]. Available at: <<https://kultura.sme.sk/c/22090085/pozerame-game-of-thrones-je-novy-podcast-od-sme-sk.html>>.

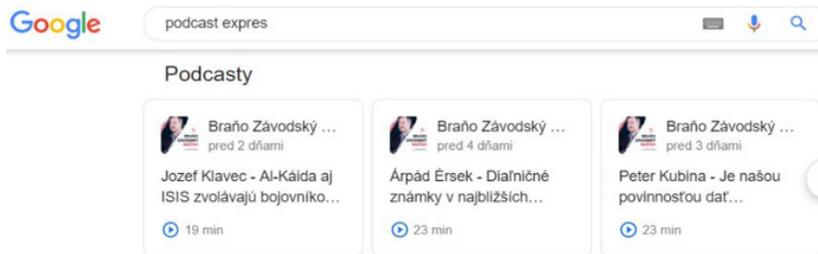
17 KÚDELOVÁ, K.: *Špeciálny podcast: Prečo kritici milujú filmy, ktoré nikto nepozerá*. [online]. [2019-10-12]. Available at: <<https://domov.sme.sk/c/22090914/zijeme-slovensky-filmovy-zazrak-co-sa-stalo-podcast.html>>.

18 *Our new international podcast partnership with BBC*. [online]. [2019-10-12]. Available at: <<https://www.acast.com/our-new-international-podcast-partnership-with-the-bbc>>.

podcast applications, this episode was also published on the Instagram in a form of live broadcasting, allowing the viewers to actively join the programme.¹⁹ *Index* and similar programme formats are an adequate place for promoting a specific service or product, mainly in the area of economics or technology.

3.3 Indexing Podcasts

On the basis of the Image 1 and Image 2 we can conclude that Slovak podcasts maintain relatively stable numbers of listens. To a large extent, podcast listeners are regulars; on the other hand, viral or especially popular episodes are rare – in contrast with a phenomenon that frequently occurs in the article or video traffic. The important factor is their not very active sharing on social networks. It can also be changed by indexing podcasts in Google, based on which it is possible to play a podcast directly from the search results. Thanks to indexing, a podcast can also reach incidental listeners, but it is unlikely to bring an essential difference in the number of listens. On the Image 5 we can see that after entering keywords “podcast” and “expres”, Google offered the podcast *Braňo Závodský Naživo* that is an audio recording of the *Radio Expres* discussion programme available at various platforms.



Picture 5: Google Podcast Indexing

Source: Own processing

3.4 Podcast as an Exclusive Content

Exclusive content that the readers pay for is currently a relatively common solution for mainstream periodicals in digital era, however, a part of the audience that takes a rather negative attitude towards paid content can still be found. The biggest culprits of this situation are, according to the experts, the media themselves, as they should have charged for online journalism since its beginning; people now do not have a habit of paying

for content.¹⁹ For the big opinion-forming periodicals, locked podcasts in a form of additional exclusive content could be a suitable product for thousands of existing subscribers. Also in this case, it could be true that a subscriber will read or listen to more content only because they have already paid for it. Locking Slovak podcasts without considering an exclusive content would now not be the right choice. The most popular Slovak podcasts of mainstream periodicals do not reach numbers comparable to those abroad and this solution also involves a risk of losing a significant number of listeners, not to mention the fact that the media would have to design their own applications that the subscribers would be able to find and listen to. Application development, however, represents a very costly deposit and podcast advertising revenue in Slovakia does not amount to the numbers that would make new applications appear as an efficient solution. Exclusive podcast content is offered by applications like Stitcher Premium and Luminary; Spotify also plans to invest in podcast production. However, these are financially strong companies aimed at audio content.

Conclusion

It only needs to be searched for and played on a phone; and because it is also relatively simple to create one, it has become a phenomenon of recent years that has not yet reached its limits. Slovak mainstream media only discovered it two years ago and, based on the constantly growing numbers of listeners, we can assume that they have not said their last word yet. For that reason, it is appropriate to assume that they will be bringing further innovations and solutions for making the most of the audio content popularity. An increasing interest is also proved by *SME* internal surveys, which suggest that podcasts attract a wide spectrum of listeners, mainly those with higher education. Both foreign and domestic surveys also reveal that the majority of listeners do not mind advertising, which is positive news for the producers for the future. For the opinion-forming media in Slovakia, so far, podcasts mostly represent a challenge of finding efficient ways to create them and a space for their monetization. We do not have to talk solely about sponsoring or other implementations of advertising, where we also see a sufficient space for growth. Media that are functioning on the basis of subscriptions can use podcasts to attract more attention with their exclusive content. They can inform

19 ŠVECOVÁ, M.: *Webová žurnalistika*. Trnava : FMK UCM in Trnava, 2017, p. 73.

about articles and topics that the journalists are working on, recommend high-quality texts of the newspaper, or offer better subscription charges. Mainstream media in Slovakia simply have not found ways to use them economically yet and that is why the majority of podcasts will remain free of charge for some time. We also find some space not yet used by the mainstream periodicals in Slovakia in investigative journalism in the form of audio content. Abroad, there are several established investigative podcasts, involving e.g. *The Mother Jones Podcast*, *Alaska Unsolvd*, *Wildfire*, or *Serial Podcast*, which, in 2014, contributed to a rapid increase in audio content popularity on the internet. Producing investigative journalism in this format is without doubt more difficult, considering both time and content. Presenters need more space for telling the story and proving information, but in the view of the affairs resonating in the society, their popularity in Slovakia could grow. It cannot be denied that the Slovak media have made an attempt at investigative character of some episodes, but none of them offer a podcast that would deal exclusively with investigative topics. And that is a shame, as the spoken word is no longer a domain of radio broadcasting.

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Contact data:

Mgr. Pavel Bielik

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

bielik.pali@gmail.com

ONLINE MARKETING ACTIVITIES AND MARKETING COMMUNICATION TOOLS IN CZECH SMALL AND MEDIUM-SIZED ENTERPRISES

Helena Cetlová – Emil Velinov

Abstract

The use of a wide range of different online marketing activities is currently considered a standard of marketing communication strategies. This general opinion has become a hypothesis of research carried out by the authors of this paper and STAMP - Central Bohemian Association of Managers and Businesswomen. The results of the pilot survey show that this is in fact, a presumption that has probably only become a reality in the large business segment. According to pilot research in the small business and self-employed segment, a relatively dismal state is shown, not in terms of using basic types of online marketing activities, but measuring and evaluating their effectiveness, and especially in using results to further set up online marketing activities. This paper contains the first results of pilot research conducted in September 2019, where respondents were mainly female entrepreneurs.

Key words:

E-Business. E-Marketing. Online Marketing. Research.

Introduction

The internet offers in the 1970s is currently expanded to a range of cutting-edge communication and distribution products and services, but also as a daily helper to billions of people in the world. Online marketing is an integral part of today's rapidly evolving world of technology and digitization. Online marketing by appropriate forms to a wide range of people and influences their daily behavior. The application of new technologies is gradual in business practice. Seek research, look, have a business in the self-employed segment and small and medium-sized businesses, awareness and readiness of online marketing, apply in promoting your business goals.

1 New Trends in the 21st Century Marketing in the Czech Republic

Marketing in the first decade of the 21st century reached a crossroads and it was financially impossible for small and medium-sized businesses to establish themselves on the ever-growing competitive market by traditional marketing communications, and many companies had to change their view of efficient use of all possible marketing tools. The use of digital marketing tools has become a way for small and medium-sized businesses to stay and strengthen their competitive advantage over others without great costs. New marketing directions arise because the ever-increasing price of some of the communication tools does not allow small and medium-sized businesses to use these tools because of the price, and “scissors” between the financial (and often technological) capabilities of large multinationals and small local firms. Use classic forms of advertising to communicate their products. As a result, smaller local firms are not expected to effectively address the mass market due to high prices. Another reason a certain numbness of customers from intensive advertising and therefore information, persuading customers must be more intense, targeted and memorable. Marketing communication is constantly evolving as the market is evolving, and what was modern and effective last year is inefficient today¹

1.1 Trends in the 21st Century Marketing Communications

Since the 1990s, the Internet has entered various communication tools in varying degrees of influence and has markedly “shuffled” the basic division of communication tools². Hand in hand with the Internet and its entry into the marketing communications of companies went the development of other technologies, such as audio video technology and the development of social networks - Facebook, Twitter, Instagram, social networks used to meet people, but also the use of YouTube. The importance of marketing communication theory, and especially

1 CETLOVÁ, H.: *Studijní opora Úvod do marketingového myšlení. Studijní opora*. Prague : AMBIS, 2019, p 613-617. [online]. [2019-09-02]. Available at: <https://is.ambis.cz/auth/el/6110/leto2019/BKEM_UMM/um/Studijni_opora_UMM_Cetlova_pdf.pdf>.

2 PŘIKRYLOVÁ, J., ŠTRACH, P., JADERNÁ, E., VELINOV, E., KINCL, T.: *Moderní marketingová komunikace*. 2nd edition. Prague : Grada Publishing, a.s., 2019, p. 350.

its application in corporate practice, has also advanced a number of other tasks, such as creating value for customers, and consequently (not only) marketing communication to ensure their satisfaction and loyalty. Another important role over the last two decades is the role of marketing communications in building strong brands. This is related to creation, branding, mastering the brand positioning and ensuring its competitiveness. Last but not least, it is the communication of company values (sometimes referred to as “shared value”) and the creation of managed integrated marketing communication through a complex of tools of managed mass communication in the form of advertising, sales promotion, event organization and public relations (PR). The integrity of marketing communication is also enhanced by the creation of the company ‘s personal communication by means of direct marketing and personal selling³. There are many new marketing trends, not all are built on the Internet. Anyway, they have their specifics that determine their use depending on the business, target group, financial and technical demands, place and time of their implementation - guerilla marketing, viral marketing, event marketing, digital marketing, buzz marketing, mobile marketing, WOM marketing, product placement, behavioral marketing and many others. At the same time, marketing communication activities based on the functioning of the Internet and digital technologies such as: Internet advertising (banners, PPC), social networks began to appear. Gradually, new concepts such as Frey’s digital marketing have emerged as the Internet environment and its applications and tools, mobile communications and other devices such as personal computers, smartphones, mobile phones, tablets, and game consoles to communicate with their users⁴. Unlike traditional media, digital media is able to share information with other users and also get feedback from them.

1.2 Main Used Concepts of Marketing of the 21st Century and Their Importance

A complex term covering a wide range of systems, equipment and services used for data processing - the information side is ICT. ICT as well as telecommunication equipment and services for data transmission and communication - communication side of ICT. The basic criterion

3 KOTLER, P., K. L. KELLER: *Marketing management*. 4th edition. Prague : Grada, 2013, p. 32.

4 FREY, P.: *Marketingové komunikace nové trendy 3.0*. Prague : Management Press, s. r. o., 2011, p. 203.

for classifying products in the ICT category is that they fulfill or enable the processing and communication of information by electronic media, including the sharing and display of information⁵. Also, Czech legislation in the first decade of the 21st century tried to anchor terms related to information and communication technologies. According to the Ministry of Industry and Trade⁶, the term information and communication technology (ITC) means “hardware and software means for data collection, transmission, storage, processing, distribution and security. Hardware (technical) means especially servers, stationary and portable personal computers, printers, communication and network devices (especially transmitters, routers, switches) and specialized terminal devices (mouse, tablet, scanner, camera, PDA, mobile phone etc.)”. The MIT included basic software (operating system, database system, communication system), application software and software for modeling and development of information systems. The basic areas in which ICT impacts are the sphere of business, state administration and mutual communication of people between themselves and companies and state administration. The characteristic feature of ITC according to Petrtyl is omnipresence, ie ICT is widespread in all sectors of the economy, gradual improvement and improvement, which reduces ITC costs of acquisition and use for its users⁸. Another feature is to support innovation, facilitate research, development and deployment of new products, services or processes both by EU programs and at the level of government (ministries, regions), as well as private companies as supporters of these projects. According to some experts, the main entities that use ITC are households, government and businesses. In the development of ITC, new concepts have emerged for technologies and their applications. These terms include E-Business. E-Commerce and E-marketing.

5 *News in the Internet Age – New Trends in News Publishing*. Paris : OECD Publishing, 2010, p. 23.

6 *Ministerstvo průmyslu a obchodu České republiky. 25. ledna 2011 Strategické dokumenty informační politiky ČR*. [online]. [2019-09-03]. Available at: <<http://download.mpo.cz/get/43273/48548/573486/priloha001.pdf>>.

7 PETRYL, J.: *E-Business*. 2017. [online]. [2019-09-03]. Available at:<<https://managementmania.com/cs/e-business>>.

8 PETRTÝL, J.: *Využití E-business pro dosažení konkurenční výhody podniků*. [Dissertation Thesis]. Plzeň : Západočeská univerzita v Plzni, 2013, p. 10-180. [online]. [2019-08-03]. Available at: <<https://www.marketingmind.cz/wp-content/uploads/2017/04/Jan-Petrtyl-Vyuziti-e-business-pro-dosazeni-konkurennci-vyhody-podniku.pdf>>.

According to Petrtyl, e-Business is a term for business activities labeled as e-business that uses information and communication technologies (ITC) and the benefits of the Internet in business⁷. E-Business involves the use of electronic platforms (intranet, extranet and the Internet) to conduct business. It includes digital online communication, online research, but also online marketing. It is also linked to the concept of e-marketing. There are many definitions of e-business, and as the theory and its application in marketing as a whole evolve, it is refined by various authors to modify the content of this concept⁹. The use of E-Business achieves in companies' improvement of business processes, administration, sales, financial management, human resources, quality of services, but also a change in business communication, business communication with customers, suppliers, banks or public administration. While E-business involves all electronic exchange of information within a company or between a company and customers, E-Commerce includes sales and purchasing processes using electronic communication, especially the Internet. E-markets are virtual places where retailers offer their products and services and customers search for information, identify their needs and make orders with electronic payments. E-Commerce includes: E-marketing and E-Purchasing, as well as E-Procurement. E-marketing is the "sales" part of E-commerce. It consists of communication, sales promotion and the actual sale of goods and services over the Internet¹⁰. Internet marketing is a tool that can help you meet your marketing goals with the help of the Internet. Internet marketing or "internet marketing" or also online marketing is defined in various ways in professional books. Sometimes e-marketing or electronic marketing is also referred to as internet marketing. But this label is not correct, because e-marketing includes all electronic marketing, including internet marketing, mobile marketing and online television⁹. Internet marketing also includes traditional marketing, but also a number of activities related to influencing, persuading and building customer relationships. Internet marketing focuses primarily on communication, but often also affects pricing¹¹. With the boom of E-shops and Internet business in general, the concept of Online Marketing began to be used. This term is also sometimes used to refer to

9 KOTLER, P., ARMSTRONG, G.: *Marketing*. Prague : Grada, 2004. p. 406.

10 STRAUS, J., EL-ANSARY, A., RAYMOND, F. E.: *E-Marketing*. 4th edition. New Jersey : Prentice Hall, 2005, p. 241.

11 JANOUC, V.: *Internetový marketing*. 2nd edition. Brno : Computer Press, 2014, p. 297.

Internet marketing, E-marketing and Web-marketing. Online marketing also uses traditional means such as advertising, PR, Newsletter, viral marketing. Unlike traditional marketing tools Online marketing allows to build more personalized relationships with clients. Online marketing is also used on social networks, especially on Facebook and Twitter. Thanks to these platforms, it is possible to build the brand's reputation and take care of its current clients. The newsletter as one of the means of Online Marketing has become an effective form, thus enabling registered customers of the E-shop to draw attention to various events, send up-to-date discounts and generally maintain the client's relationship with the brand. New forms of online marketing include Content Marketing aimed at creating, publishing and distributing content that is relevant and valuable to the selected target market, gain credibility and engage an online community of users. It is part of Inbound marketing with the character of pull marketing, because the customer himself actively seeks information and answers and responds. Content marketing includes content strategies and copywriting¹².

Advertising campaigns, banner campaigns, SEO - search engine optimization, SEM, PPC ads (Pay per Click), Advergaming, Advertainment, competitions, loyalty programs, E-mailing and other tools enabling accurate targeting, planning and evaluating campaigns¹³. SEO (Search Engine Optimization) SEO means optimization for web browsers, in fact, none of the optimization is done for search engines, but for users. The main task of SEO is to improve search positions. Also important is overall site optimization for visibility, ease of purchase, and user return to the site¹³. SEM (Search Engine Marketing) is an internet marketing tool that increases website visibility in search engine results by optimizing and supporting marketing¹⁴. With the advent of digital technology, SEM development is very dynamic. paid advertising systems. Examples of paid internet advertising used within SEM are PPC systems (Google Adwords, AdSense, Sklik), paid listings in catalogs such as "Firmy.cz", "TopKontakt" etc., advertising banners, placing in preferred positions in goods comparators (Hyper goods) etc. PPC Advertising PPC is an abbreviation of Pay-per-Click, "pay for your click". This payment option

12 WUEBBEN, J.: *The Power of Content Marketing*. [online]. [2019-09-03]. Available at: <<http://www.marketingjournal.org/the-power-of-content-marketing-jon-wuebben/>>.

13 JANOUC, V.: *Internetový marketing*. 2nd edition. Brno : Computer Press, 2014, p. 223.

has brought something new to the advertising world. In brief, this ad is only shown to someone searching for information on a web browser or viewing certain content, and they are provided with an ad for that content. PPC advertising is one of the most effective forms of marketing communication on the Internet. The high effectiveness of this form of advertising is due to the relatively low price and, above all, in the precise targeting of selected customers. The high efficiency is also caused by the fact that over time people no longer distinguish between the so-called natural results and the results provided by the advertising system¹⁴.

1.3 Reasons for Measuring the Efficiency of the Online Marketing

Checking the correctness of any decision in a company is a measurement that shows if the company is going in the right direction or deviates from its goal. The American Marketing Association (AMA) defines marketing responsibility for results as “systematic management of marketing resources and processes to achieve measurable profits in marketing return on investment (ROI) and increase marketing efficiency, while maintaining quality and enhancing company value.” marketing, but also in online marketing. The individual activities of online marketing have different goals and therefore different forms of their measurement¹⁵. A new profession in marketing departments (or as external collaborators) is marketing analysts whose task is to explore market opportunities and use data analysis to find, find and reach new clients. At the same time, evaluate the requirements and needs of customers from the perspective of a suitable target group and give impulses for setting a specific corporate strategy. The analyst does not optimize the realized campaigns, he only analyzes the efficiency and on the basis of its results he looks for new ways¹⁶.

14 *SEM – Search engine marketing*. 2017. [online]. [2019-02-02]. Available at: <<http://www.adaptic.cz/znalosti/slovnicek/sem/>>.

15 KUCHAŘ, V.: *Jak a proč měřit efektivitu marketingu*. [online]. [2019-09-02]. Available at: <<https://www.marketingova-kancelar.cz/jak-proc-merit-efektivitu-marketingu>>.

16 *Měřit výsledky marketingu? Ano či ne?* [online]. [2019-09-03]. Available at: <<https://webpodlupou.cz/2018/07/12/merit-vysledky-marketingu-ano-nebo-ne/>>.

2 Methodology

The first group of basic ways and metrics for each marketing channel is traffic. In Adwords, Sklik, Analytics, email systems, etc., there is a “click” or the number of visits that measure how many customers came to the site. Another basic metric is bounce rate, the rate of bounce rate. Another metric is “last click conversions” to measure how many conversions a particular visitor marketing channel has generated¹⁷. Conversions can take the form of macro-conversions - purchases, registrations, real demand, or micro-conversions, such as subscribing to a newsletter. For paid online channels, costs are monitored, ie how much the channel costs for a certain period, what is the total cost and cost per conversion, as well as the cost-per-share ratio. There are additional metrics separately for each marketing channel. For example, SEO to improve search engine ranking can be measured by Google Analytics data, but also by specialized tools. It also measures how many sessions came from Google and how many sessions came from List. There are other metrics in Google Search Console, such as the number of impressions, how many times a click was received, and the average position. Position measurement is done through external tools such as Collabim, Marketing Miner, or SEMOR and the shift in the number of keywords is measured. Also, there are different metrics for PPC campaigns. For evaluating e-mail marketing is usually used the e-mailing tool, which is used to work with customers, but also through it to implement campaigns. It measures the size of the email database, the rate of email opening and clickthrough rate, or the number of new subscribers in the last month, etc. The measurement of content marketing results also has its specifics. They must always be based on clearly measurable objectives. Such a clearly measurable goal is the overall increased traffic to the site, traffic to the content section, the number of visits from social networks, but mainly conversions or turnover, the number of email contacts, higher positions in search engines, the number of new customers. The objectives must also be based on the choice of instruments for the measurement itself. The tools they use most often are Google Analytics, various commercial and individually programmed email tools, social statistics, CRM, billing systems, content management systems or other tools. Several metrics are used for Facebook, Instagram,

17 CETLOVÁ, H.: *Moderní marketingové přístupy*. Studijní opora, *Studijní opora*. Prague : AMBIS, 2019, p. 5-30. [online]. [2019-09-02]. Available at: <https://is.ambis.cz/auth/el/ambis/zima2019/BKEM_KMMP/um/Opora_MMP_I_PDF.pdf>.

Twitter, and paid and unpaid communication methods. The quality of visitors (target group) is also measured. The criterion¹⁸ is gender, age, interests, activity, etc.

3 Data Collection and Statistical Operationalizations

The aim of the pilot project is to find out how the business sector in the self-employed segment and the small and medium-sized enterprises in the Czech Republic is aware of the main new trends in online marketing and readiness and real application of online marketing as an effective tool for achieving its corporate goals. A partial goal is to find out the knowledge and real application of efficiency measurement tools.

- Research hypothesis: The segment of freelancers and SEM currently uses all major forms of online marketing and measures the effectiveness of individual channels and corrects their use based on the findings.
- Deadline for pilot research: August and September 2019.
- Research location: Prague and Central Bohemia.
- Respondents: STAMP members of the Central Bohemian Association of Managers and Businesswomen (mainly women) and their business partners and acquaintances (women and men). Number of respondents is 80 in total. 24 of them are men and 48 women. Below in tables are depicted the descriptive statistics on the paper as per questions from the survey:
- Are you? 24 men vs. 48 women.

Are you?

freelencer without employment	52
freelencer with employment	8
Founder/Co-founder of own company	20
Owner/co-founder in other legal entity	

Do you have a clue what does online marketing means?

Yes, I do	40
I have heard thst sth. Lik that exists	20
No, I cannot imagine ter that.	8

18 KRUTIŠ, M. *Ucelený přístup k online marketingu*. [online]. [2019-09-02]. Available at: <<https://www.krutis.com/strategie/>>.

Do you have for the business purposes company webpage?

Yes	40
No	28
I am preparing it	12

Do you have online applications on your webpage?

Yes	24
No	16

Do you have app for e-shop?

Yes	12
No	28

Do you follow the statistics for your company ebpahe visits?

Yes	28
No	12

Do you use Google analytics or Big Data?

Yes	8
No	32

Do you optimize your webpage?

Yes	6
No	26
I am concidering it	8

Do you use mass email when you communicate with your potential clients?

Yes	24
No	56

Do you use any of the applications of CRM for client databases?

Yes	20
No	60

Do you present your own business on the social networks?

Yes	8
No	72

Do you measure the efficiency of marketing communications in your business on the social networks?

Yes	0
No	8

Have you tried to promote your products or services on internet through the ad PPC (Pay per Click)?

Yes	4
No	76

Conclusion

Pilot research on knowledge, readiness and real application of modern online marketing activities has refuted the hypothesis that online marketing activities such as functioning optimized web pages with contact forms allowing fast communication between seller and buyer, possibly supplemented by e-shop are in the segment of freelancers and SMEs common standard. Research has also shown that there is little awareness among entrepreneurs in these segments about the use of other modern applications such as CRM, new types of advertising on the Internet or the use of promotion on social networks. The authors will continue their research on a larger sample and further sort the respondents' responses according to more criteria to reveal differences by gender, region of legal form of business, etc. The pilot questionnaire revealed some formulation ambiguities and stratification of issues related to the website and research modified.

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Contact data:

Ing. Helena Cetlová

VŠEM University of Economics and Management in Prague

Department of Management

Nárožní 9

150 00 Prague 5

CZECH REPUBLIC

helena.cetlova@infovsem.cz

Mgr. Emil Velinov, Ph.D.

Skoda Auto University (SAVS)

Department of Management and Marketing

Na Karmeli 1457

293 01 Mladá Boleslav

CZECH REPUBLIC

emil.velinov@savs.cz

CURRENT STATE OF STARTUP COMPANIES IN THE CZECH REPUBLIC: SAAS AND OTHER ONLINE TECHNOLOGIES

Lukáš Durda – Jiří Mezuláník

Abstract

The Czech startup environment is not too much mapped and official startup statistics are not available. The aim of the paper is to provide basic information on the structure of Czech startups and their activities based on the results of the questionnaire survey and comparison with other studies. Attention is also paid to areas where startups apply help and advice (including marketing advice). Estimates of the number of startups vary from about 300 to 2000 startups. The authors assume the existence of approximately 1300 to 1600 startups. Most startups operate in the areas of software development, web technology and services, e-commerce and marketing technologies. According to own research, 80% of startups are developing a new product. In terms of internationalization, startups usually carry out the entry into foreign markets already in the first years of business, but the share of foreign activities in revenues and the number of the market entries can be assessed as low. Research results demonstrate a high level of use of aid in a number of areas, including the use of marketing consultancy.

Key words:

Internationalization. Online Technologies. Startups.

Introduction

Startup ecosystem in investments in technological companies reached the record level in 2018, when the European software industry grew five times faster than the rest of the European economy¹. According to the report by Salido, Sabás and Freixas², the number of startup programs per capita was about the same in Europe and the United States. The startup's ecosystem is recently intensively developing in the Czech Republic. The offer of startup jobs as well as the demand for these job vacancies

1 *The State of European Tech 2018*. London : Atomico, 2018. [online]. [2019-01-08]. Available at: <<https://2018.stateofeuropeantech.com/chapter/state-european-tech-2018/>>.

2 SALIDO, E., SABÁS, M., FREIXAS, P.: *The accelerator and incubator ecosystem in Europe*. Brussel : European Commission, Telefónica, 2013, p. 2-19. [online]. [2019-10-08]. Available at: <<https://lisboncouncil.net/component/downloads/?id=897>>.

is growing in the Czech Republic and this trend can be expected to continue³. The Czech startup environment is not yet a major concern of academics and researchers. There are extensive studies identifying the basic characteristics of Czech startups and the Czech startup ecosystem using primary research data^{4,5}, partial studies using secondary sources⁶ or primary data⁷. The paper presents one of the few studies examining the structure of startups in the Czech environment. This is the first study to provide insight into the use of aid in different areas and to seek links between these types of aid.

1 Literature Review

1.1 Startups as a Specific Form of Organization

Startups and startup ecosystem are terms used in everyday language. Their support is seen as an important development factor at a regional and a national level. Yet these terms are not understood uniformly and often there is no clear definition in professional and public discourse. While any new company may be sometimes referred to as a startup (e.g. Farlie et al.⁸) mentions the definition of startups by Ewing Marion

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- 3 *StartupJobs – Startup Report 2017*. 2018. [online]. [2019-02-11]. Available at: <<https://www.startupjobs.cz/upload/press/startupjobs-startup-report-2017.pdf>>.
 - 4 STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 6-47. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_2016.pdf>.
 - 5 See also: *Startup Report 2017/2018*. Prague : Keiretsu Forum Prague SE, 2018.
 - 6 HRTÚSOVÁ, T., NOVÁK, R.: *Startupy v ČR: State of Play*. Prague : EU office, Knowledge Centre, Česká spořitelna, 2017, p. 4-12. [online]. [2019-01-07]. Available at: <<https://www.investicniweb.cz/Files/startupy-v-cr/>>.
 - 7 *StartupJobs – Startup Report 2017*. 2018. [online]. [2019-02-11]. Available at: <<https://www.startupjobs.cz/upload/press/startupjobs-startup-report-2017.pdf>>.
 - 8 FAIRLIE, R. W. et al.: *The Kauffman index 2015: Startup Activity / National trends*. Ewing Marion Kauffman Foundation. Kansas City, Missouri : Ewing Marion Kauffman Foundation, 2015, p. 9. [online]. [2019-10-02]. Available at: <http://www.kauffman.org/~media/kauffman_org/research%20reports%20and%20covers/2015/05/kauffman_index_startup_activity_national_trends_2015.pdf>.

Kauffman Foundation – “firms less than a year old with at least one employee besides the owner“, it can be stated that a commonly used approach is to use some other characteristics than the length of the company’s existence to define startup. According to Blank and Dorf⁹, a startup “is an organization formed to search for a repeatable and scalable business model“. Very well-known is the definition by Ries¹⁰, according to whom “a startup is a human institution designed to deliver a new product or service under conditions of extreme uncertainty“. Further, e.g., Dee et al.¹¹ in their research define startups as new, innovative companies focused on rapid growth (employees, sales, customers) in finding a sustainable and scalable business model. Kollmann et al.¹² define startups using three basic characteristics: 1) are under 10 years old, 2) bring (highly) innovative technologies and/or business models and 3) have (strive for) significant growth in staff and/or sales. All companies should meet the first criterion and at least one other to be eligible for the European Startup Monitor. This definition by Kollmann et al.¹³ distinguishes startups from traditional small and medium-sized companies. Startups are generally regarded as gazelles. Startups are not limited to companies in the digital economy (although they make up the majority of companies in their research). A technological startup defines the PricewaterhouseCoopers¹⁴ report with several characteristics:

- Technology is central to the product/service being provided.
- High leverage of the labour input to the product/service so that the business can scale rapidly.
- The product/service is a ‘disruptive innovation’ in that it helps create a new market or new supply chain/network which disrupts an existing market.

9 BLANK, S., DORF, B.: *The Startup Owner’s Manual: The Step-By-Step Guide for Building a Great Company*. Pescadero : K & S Ranch, 2012, p. 17.

10 For more information, see: RIES, E.: *Lean startup: jak budovat úspěšný byznys na základě neustálé inovace*. Brno : BizBooks, 2015.

11 DEE, N. J. et al.: *Startup Support Programmes. What’s the Difference?* 2015. [online]. [2019-10-27] Available at: <https://www.nesta.org.uk/sites/default/files/whats_the_diff_wv.pdf>.

12 KOLLMANN, T. et al.: *European Startup Monitor 2016*. Berlin : German Startups Association, 2016, p. 15. [online]. [2019-01-03]. Available at: <http://europeanstartupmonitor.com/fileadmin/esm_2016/report/ESM_2016.pdf>.

13 Ibidem.

14 *The startup economy. How to support tech startup and accelerate Australian innovation*. Sydney : PwC, 2013, p. 3-38. [online]. [2019-10-02] Available at: <<https://www.digitalpulse.pwc.com.au/wp-content/uploads/2013/04/PwC-Google-The-startup-economy-2013.pdf>>.

- Revenue under \$5 million per year.
- Staszkiwicz and Havlíková¹⁵, in their study of startup ecosystems in the Visegrad Four countries, define startup as an entity from any industry that:
- develops a specific product or service that is on a particular site or time, unique,
 - try to solve a problem in a unique and innovative way,
 - has the potential for rapid growth in terms of revenue and number of customers,
 - is characterized by the founding role of the founders themselves,
 - needs investment for further growth.

An important feature of startups is their ambition or real presence in international markets. In this context, a number of terms such as international new venture, born global and global startups appear to denote the same or similar type of firms¹⁶. Most literature uses the term “born global”¹⁷. Coviello¹⁸ draws attention to the fact that the popularity of the term “born global” has led to its use regardless of the nature of the companies surveyed, which it considers inappropriate. Knight and Cavusgil¹⁹ characterize born global firms as “young, enterprising startups that initiate international trade (typically export) soon after their establishment”. Due to the short existence and limited resources, mostly born global companies use export as the main method of entering international markets²⁰. In the case that these are indeed global activities

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- 15 STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 10. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_2016.pdf>.
 - 16 KNIGHT, G., CAVUSGIL, S.: Innovation, organizational capabilities, and the born global firm. In *Journal of International Business Studies*, 2004, Vol. 35, No. 1, p. 125-140.
 - 17 JONES, M. V., COVIELLO, N., TANG, Y. K.: International Entrepreneurship research (1989–2009): A domain ontology and thematic analysis. In *Journal of Business Venturing*, 2011, Vol. 26, No. 1, p. 633-658.
 - 18 COVIELLO, N.: Re-thinking research on born globals. In *Journal of International Business Studies*, 2015, Vol. 46, No. 1, p. 18-25.
 - 19 KNIGHT, G., CAVUSGIL, S.: Innovation, organizational capabilities, and the born global firm. In *Journal of International Business Studies*, 2004, Vol. 35, No. 1, p. 125-140.
 - 20 CAVUSGIL, S., KNIGHT, G.: The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. In *Journal of International Business Studies*, 2015, Vol. 46, No. 1, p. 4-15.

in the value chain since the company was founded, it is advisable to use the term “global startup” according to Coviello²¹. According to Tanev²², global startup is linked mainly to the effort of rapid internationalization, born global is defined mainly with the timing and speed of internationalization. Andersson and Wictor²³ define a born global firm as a company that has sold at least 25% of its production on foreign markets within three years of its founding and seeks to gain a significant competitive advantage by using resources and selling output in multiple countries. They draw attention to the fact that, despite the importance of using the same definitions of terms in different studies from the point of view of comparability of results, it is even more important to adopt definitions that fit the context (e.g. national market size). According to Zapletalová²⁴, given the size of the Czech market, it is necessary to adjust the criteria for born globals as follows:

- speed of internationalization – no more than three years elapsed between the establishment of the company and the first entry into the foreign market;
- geographical operation – the first entry into foreign markets is realized in at least two geographical regions;
- foreign sales rate – in the first year of operation on foreign markets, 75% of all sales are made on foreign markets.

Many born global companies operate in the technology sector, but not exclusively²⁵. According to Singh²⁶, it is not possible to associate a born global company with only the technology and service sectors.

21 COVIELLO, N.: Re-thinking research on born globals. In *Journal of International Business Studies*, 2015, Vol. 46, No. 1, p. 18-25.

22 TANEV, S.: Is there a lean future for global startups? In *Technology Innovation Management Review*, 2017, Vol. 7, No. 5, p. 7-14.

23 ANDERSSON, S., WICTOR, I.: Innovative Internationalisation in New firms: Born Globals–the Swedish Case. In *Journal of International Entrepreneurship*, 2003, Vol. 1, No. 3, p. 250-274.

24 ZAPLETALOVÁ, Š.: *Podnikání malých a středních podniků na mezinárodních trzích*. Prague : Ekopress, 2015, p. 79-80.

25 TANEV, S.: Global from the Start: The Characteristics of Born global Firms in the Technology Sector. In *Technology Innovation Management Review*, 2012, Vol. 2, No. 1, p. 5-7.

26 SINGH, S.: Rise of Born Globals and Their Association with High Technology Intensity or Services Sector— Myths or Reality? In *Global Business Review*, 2017, Vol. 18, No. 6, p. 1425-1433.

1.2 Startups in the Czech Republic

Official statistics are not available in the Czech Republic. According to the Czech startups 2016 report²⁷, “the exact number of startups currently operating in the Czech Republic cannot be estimated, mainly due to the ongoing establishment and termination of projects and lack of agreement on the definition of startup.” One of the ways to estimate the number of startups in the Czech Republic is the database portal StartupJobs, respectively, StartupMap (data displayed on StartuMap.cz is based on the StartupJobs database). As of January 5, 2019, the Startupmap displayed 1758 startups; according to the StartupJobs report²⁸, 2250 startups used StartupJobs.cz services in 2017. According to an estimate of StartupJobs.cz, about 70% of startups in the Czech Republic use its services²⁹. The founder of StartupJobs³⁰ estimates that 40–50% of registered companies meet the characteristics of startups (according to him, these are “core” startups). When creating the database for the selection of respondents, the authors started from the website StartupJobs.cz. Some companies are internet agencies or big companies. According to these data, there could be approximately 1300 to 1500 startups in the Czech Republic. A study on Czech startups was prepared for Google by the consulting firm Deloitte. The authors contacted the manager of the educational initiative Grow with Google, who commented on the study in a press release for the media (see e.g. Michl³¹,

27 STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 6. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_2016.pdf>.

28 *StartupJobs – Startup Report 2017*. 2018. [online]. [2019-02-11]. Available at: <<https://www.startupjobs.cz/upload/press/startupjobs-startup-report-2017.pdf>>.

29 HRTÚSOVÁ, T., NOVÁK, R.: *Startupy v ČR: State of Play*. Prague : EU office, Knowledge Centre, Česká spořitelna, 2017, p. 4-12. [online]. [2019-01-07]. Available at: <<https://www.investicniweb.cz/Files/startupy-v-cr/>>.

30 MIKŠCHIK, F.: *Re: Networking startupů*. Released on 29th 2018. [online]. [2019-01-05]. Personal e-mail communication.

31 MICHL, P.: *Google spouští portál Startup with Google v češtině. Chce, aby díky němu vznikalo víc startupů i mimo Prahu*. Released on 25th June 2018. [online]. [2019-01-05]. Available at: <https://www.m-journal.cz/cs/aktuality/google-spousti-portal-startup-with-google-v-cestine--chce--aby-diky-nemu-vznikalo-vic-startupu-i-mimo-prahu_s288x13789.html>.

Štalmach³²) for more information on the methodology and results of the research. But he was told only information published in the media is public³³. Popovič³⁴ said that in the Moravian-Silesian Region “one-eighth of the Czech startups” is located there and “the fourth region, Central Moravia including Olomouc, has only 17 startups behind the Moravian-Silesian 35 startups”. From this it can be deduced that according to a report for Google, there should be about 280 startups in the Czech Republic. Due to the non-publicity of the report methodology, this low number cannot be critically assessed and interpreted. The CzechInvest government agency operates the Czechstartups.org website³⁵ and describes it as the “official website on the Czech startup scene”, where information is available to investors, startups and others involved in the Czech startup scene. There are 380 startups registered in the Czechstartups.org database (of which 165 in Prague, 86 in the South Moravian Region and 34 in the Moravian-Silesian Region). However, the information on the site is not entirely up-to-date, e.g. the website contains information about Skypicker with 40 employees, although the company was renamed Kiwi.com in 2016 and employs more than 1,000 people in Brno).

2 Methodology Approach

The founders of startups were selected as a target group of our research. The founders of the startups, selected for the research, had to meet the following criteria:

- to be a startup (co-)founder,
- the startup has to have at least one paying customer,
- the company must be considered a startup,
- the age of the company is limited to 7 years.

32 ŠTALMACH, D.: *Moravskoslezský kraj má málo inženýrů a vědců, zaostává v inovacích*. Released on 25th September 2018. [online]. [2019-01-05]. Available at: <https://idnes.cz/ostrava/zpravy/inovace-veda-vyzkum-technicke-vzdelani-trh-prace-moravskoslezsky-kraj.A180925_429093_ostrava-zpravy_woj>.

33 POPOVIČ, I.: *Re: Výzkum startupů v ČR*. Released on 2nd January 2018. [online]. [2019-01-05]. Personal e-mail communication.

34 ŠTALMACH, D.: *Moravskoslezský kraj má málo inženýrů a vědců, zaostává v inovacích*. Released on 25th September 2018. [online]. [2019-01-05]. Available at: <https://idnes.cz/ostrava/zpravy/inovace-veda-vyzkum-technicke-vzdelani-trh-prace-moravskoslezsky-kraj.A180925_429093_ostrava-zpravy_woj>.

35 *Czechstartups*. 2018. [online]. [2019-01-05]. Available at: <<http://www.czechstartups.org>>.

The data of the research were collected from April to October 2018. Some respondents were selected through the cooperation with selected startup ecosystem actors. These actors verified that the selected respondent fulfills the established criteria and approached cooperating startups directly or provided the research team with the contacts of the selected startups. Some respondents were selected and approached using the Startupjobs.cz startup database, where the startups and contacts of their representatives were searched for. Statistical analysis was performed in the IBM SPSS Statistics 22 program. The basic characteristics of the startups involved in the research are shown in table 1, and the characteristics of respondents according to the selected categories in table 2.

Table 1: Selected characteristics of startups involved in the research

Company establishment	%	Number of employees	%
before 2013	24	0	6
2013	8	1-3	20
2014	8	4-10	35
2015	16	11-20	27
2016	24	more than 20	12
2017	18		
2018	4		

Source: Own processing

Table 2: Selected socio-demographic characteristics of respondents

Age	%	Education	%	Position in a firm	%	Sex	%
20-29	41	secondary with GCSE	33	CEO	73	man	92
30-39	43	bachelor's degree	16	CFO, COO, etc.	15	woman	8
40-49	16	master's degree	45	others	12		
50 and more	0	PhD	6				

Source: Own processing

3 Results

3.1 Innovation

The degree of innovation is assessed on the basis of patent and/or trademark registration and the nature of the product offered. In the research file, at least one patent was registered by 10% of startups (13% in Startup Report 2017/2018) and less than two fifths of startups registered a trademark (Startup Report 2017/2018 did not investigate trademark registration). The Czech startups 2016 report shows the share of startups with a patent and / or trademark (35%).

Table 3: Registered patents / trademarks (%)

	Own research	Czech startups 2016*	Startup Report 2017/2018**
Registered patent	10	35	13
Registered trademarks	38		

* “Registered patents or trademarks” – p. 42

** Only the share of startups with a registered patent – p. 55

Source: Own processing; STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 42. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_2016.pdf>; *Startup Report 2017/2018*. Prague : Keiretsu Forum Prague SE, 2018, p. 55.

The data in table 4 is not entirely comparable. They have the same offer of answers, but in the case of the Czech startups 2016, it was a question with one answer; in their own research respondents were able to introduce more variants based on piloting suggestions and logic of the question answers (the sum in the second column is not 100%). Despite these methodological differences, the structure of startups is apparent. It is logical that the vast majority of startups have opted to create a new product, event. to improve an existing product.

Table 4: Character of the product offered (%)

	Own research	Czech startups 2016*
we create a new product	78	62
we are improving an existing product	29	23
we copy and adapt the product	16	6
hard to say	6	9

* Possibility to select only one answer, while in their own research respondents had the opportunity to give more variants of answers.

Source: Own processing; STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 42. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_y_2016.pdf>.

3.2 Sector

While creating the categories of answers for business, the authors were based directly on the results of the study Czech startups 2016. Although startups form a relatively homogeneous group of technology-oriented companies at first glance, the areas in which they operate are very diverse. Startups often operate in disparate areas that are uniquely interconnected and thus define themselves against the traditional concept of business areas (see³⁶). Although comparable data could not be expected due to the number of startups in both studies and the number of categories in question, the results of our own research and the Czech Startup 2016 study are very similar in many areas. Major areas of business include software, web technology and services, and e-commerce. The Startup Report 2017/2018 notes a low representation of companies in the manufacturing sector, with almost a fifth of the electronics/robotics companies and a tenth of IoTs in their research.

36 *Startup Report 2017/2018*. Prague : Keiretsu Forum Prague SE, 2018, p. 45.

Table 5: Startups scope of business (%)

	Own research	Czech startups 2016*	Startup Report 2017/2018**
SaaS (software as a service)	33	28	Startups in software, online services and e-commerce predominate. Very low representation of companies engaged in production, materials, hardware and IoT. 38% reported a mix of areas.
mobile software services	27	17	
cloud technology	25	12	
web services	25	21	
E-commerce	24	4	
marketing technologies	24	10	
Big Data	20	11	
analytics/research tools	18	16	
electronics/robotics	18	7	
education	14	11	
internet of things	12	9	
content services / social networks	12	6	
financial services	8	4	
programming tools	8	7	
virtual reality / augmented reality	8	7	
transport/logistics	6	6	
marketplace	4	6	
games/entertainment	2	9	
utility design	0	5	
other	22	14	

* The Czech Startup 2016 report lists 12 other low-response areas.

** Unlike their own research and Czech startups 2016, respondents could not mark more answers. The sum in their case (with a different response offer) is 100%.

Source: Own processing; STASZKIEWICZ, M., HAVLÍKOVÁ, D.: *České startupy 2016*. Prague : Aspen Institute Prague, 2016, p. 20-21. [online]. [2019-10-02]. Available at: <https://s3.eu-central-1.amazonaws.com/uploads.mangoweb.org/shared-prod/aspeninstitutece.org/uploads/images_upload/files/Ceske_startup_2016.pdf>; *Startup Report 2017/2018*. Prague : Keiretsu Forum Prague SE, 2018, p. 45.

3.3 Types of Assistance

More than a half of the startups used each of the offered types of assistance. They used most of the help in acquiring customers (76%), and the least in providing technology advice (52%). For detailed results see Durda, Ključnikov³⁷. A binominal test of differences in responses to the areas used to assist in the establishment and development of startups (operationalized before and after paying the customer) was performed. Due to the low number of respondents (min. 6, max. 17, average 10.0), the statistical analysis did not show a statistically significant difference in either type of aid used.



Chart 1: Assistance areas

Source: Own processing

Cluster analysis was used to find similar types of assistance. Cluster analysis was performed for the dichotomous form of data (0 = nobody helped us in this activity, 1 = someone helped in this activity, before, after and before and after getting the paying customer) and for the trichotomous form of data (0 = nobody helped us in this activity, 1 = someone helped in this activity before or after getting the paying customer, 2 = someone helped in this activity before and after getting the paying customer). The only variable that in the first step formed a cluster with a different, respectively different, variable, in the analysis for dichotomous and trichotomous forms, was the category of “legal consultancy”. Charts 2 and 3 show the results of a cluster analysis

³⁷ DURDA, L., KLJUČNIKOV, A.: Social networks in entrepreneurial startups development. In *Economics and Sociology*, 2019, Vol. 12, No. 3, p. 193-207.

(without “legal consultancy) with a “slice” designation. Cluster analysis has allowed to identify the following similar variables (clusters).

1. management advice + marketing advice;
2. product development + technology consultancy;
3. customer acquisition + acquiring additional resources (e.g. material, company premises);
4. getting a reputation + search for new opportunities/markets;
5. acquiring co-workers;
6. obtaining finance;
7. legal advice.

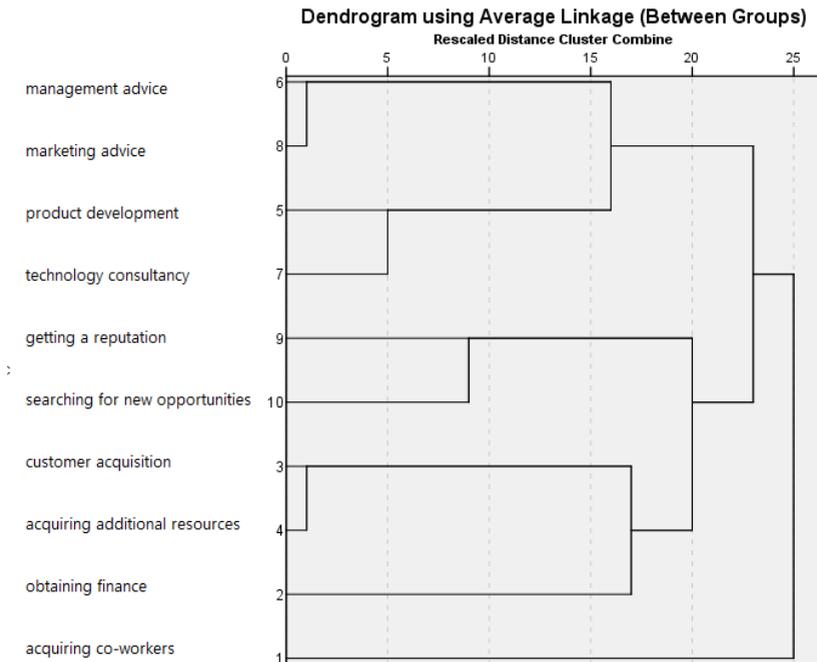


Chart 2: Dendrogram for trichotomous variable (without „legal advice“)

Source: Own processing

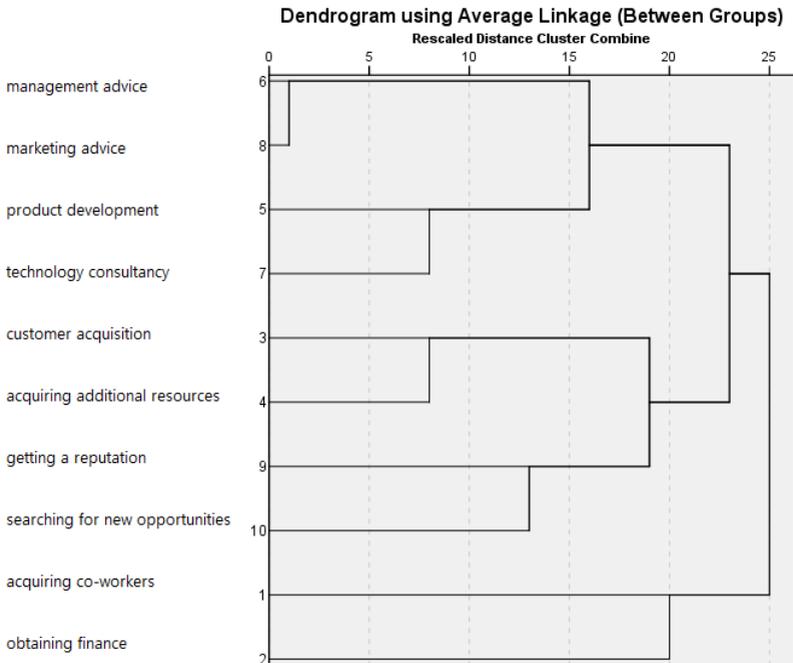


Chart 3: Dendrogram for dichotomous variable (without „legal advice“)

Source: Own processing

3.4 Internationalization

One of the definitions of startups is their ambition to operate in international markets. Table 6 shows the number of years of international activities since the startup. In order to capture more accurate results (possible distortion of data by younger startups who could not internationalize e.g. three years after its establishment), the table also includes data on startups established in 2016 and earlier, respectively 2014 and earlier. The results thus show a decrease in the share of startups that have not yet internationalized their business (from startups established in 2014 and earlier they are two startups, ie one tenth). Based on a comparison of the results, we can say that about two fifths of startups enter international markets in the year of establishment or within one year after the foundation and about 30% of startups enter the next two years. In total, about 70% internationalize activities within three years (inclusive) at the latest.

Table 6: Start of international activities

	≤ 2018			≤ 2016		≤ 2014	
	N	%	%	N	%	N	%
are not implemented and are planned	14	27,5	27,5	9	22,5	2	10,0
in the year of foundation	14	27,5	37,3	15	37,5	9	45
1 year from founding	5	9,8		12	30,0	6	30,0
2 years since its foundation	10	19,6	27,4	4	10,0	3	15,0
3 years since its foundation	4	7,8		4	10,0	3	15,0
more than three years since its foundation	4	7,8	7,8	4	10,0	3	15,0
Total	51	100,0	100	40	100,0	20	100,0

Source: Own processing

The following table lists the startup responses that stated that they are carrying out international activities (i.e. 14 startups that do not yet carry out international activities and plan to do so are excluded from the analysis).

- 84% of startups operating on international markets have counted on international operations since the initial idea.
- The most common entry mode is direct export (67%).
- More than one fifth of startups said they were operating in one foreign market. More than a quarter of startups operate in more than 5 countries.
- Startups are most often found in countries neighboring the Czech Republic. More than half of the startups are active in other European countries and a third of the startups are in North America.

Table 7: Start of international activities

Decision to launch international activities	N	%	Entry mode	N	%
already at the idea of starting a business	31	83,8	indirect export	5	13,9
during the time of preparation to start a business	1	2,7	direct export	24	66,7
to start the business itself	5	13,5	licensing	4	11,1
			joint venture	1	2,8
			other	2	5,6

Number of incoming countries	N	%	Scope on foreign markets (multiple answers possible)	N	%
0	6	16,2	countries neighboring the Czech Republic	31	83,8
1	8	21,6	other European countries	19	51,4
2	5	13,5	North America	12	32,4
3	6	16,2	Central America / South America	4	10,8
4	1	2,7	Africa	2	5,4
5	1	2,7	Asia	7	18,9
more than 5	10	27,0	Australia and Oceania	4	10,8

Source: Own processing

In the Startup Report 2017/18 data on the share of foreign activities in sales are not. The study of Czech startups 2016 (p. 41) states “the share of exports in sales”. In the “0% of exports” category, 25% of startups are listed and in the “missing response” category, 37% of startups are listed. On the basis of greater comparability, the results from our own research and from the study of Czech startups 2016 were recalculated only for startups with a 1-100% share of foreign activities in sales. Based on recalculated data, startups from own research show lower share of foreign activities in sales. Due to different methodology, the results can be considered difficult to compare.

Table 8: Share of foreign activities in total sales

	Own research			Own research		Czech startups 2016	Own research	Czech startups 2016
	N	%		N	%	%	%	%
0 %	6	16,7	0 %	6	12,0	24,9	NA	NA
1–20 %	17	47,2	1–20 %	17	34,0	9,9	56,7	25,9
21–40 %	1	2,8	21–40 %	1	2,0	5,6	3,3	14,7
41–60 %	4	11,1	41–60 %	4	8,0	6,4	13,3	16,8
61–80 %	5	13,9	61–80 %	5	10,0	2,1	16,7	5,5
81–99 %	3	8,3	81–99 %	3	6,0	9,9	10,0	25,9
100	0	0,0	100	0	0,0	4,3	0,0	11,3

Total	36	100,0	Others*	14	28,0	36,9	NA	NA
			Total	50	100,0	100	100,0	100,0

* Own research: unanswered based on previous filter question; Czech startups 2016 (missing answer)

Source: Own processing

Conclusion

The research analyzed 51 questionnaires/startups. In the absence of an official database of startups and only a limited state of knowledge about the basic characteristics of startups, the research aimed to contribute to mapping the Czech startup environment and to compare these characteristics with the existing two studies. According to various estimates, 300 to 2000 startups operate in the Czech Republic. The large differences in these estimates are due to different research methodology and different definitions of startups. The authors assume the existence of approximately 1300 to 1600 startups. SaaS (33%), mobile software services (27%), cloud and web services (25%) and e-commerce and marketing technologies (24%) reported most startups. Almost every fourth startup can be described as martech to some extent. The number of startups developing hardware is low. Marketing consultancy, through their social networks and ties, were used by 70% of startups in their establishment and development. Marketing advice is used by companies both before and after the first paying customer. From the results it is clear that there is a significant space for a number of entities operating in the Czech startup ecosystem for the provision of marketing consulting, which according to the results of the cluster analysis is associated with management consulting.

The research results allow to assess the extent to which Czech startups correspond to the concept of born global companies. 80% of startups reported export as the first entry mode, which corresponds to the concept of Cavusgil and Knight³⁸. Almost three quarters (73%) of startups are already operating in foreign markets, other startups plan to enter foreign markets. Of those startups already operating in foreign markets, 84% planned to internationalize at the first thought of setting up a startup,

38 CAVUSGIL, S., KNIGHT, G.: The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. In *Journal of International Business Studies*, 2015, Vol. 46, No. 1, p. 4-15.

which supports Coviello's³⁹ emphasis on assessing the intention to operate on foreign markets (as opposed to internationalization due to circumstances). In terms of the speed of internationalization, geography and foreign sales according to the criteria for the Czech market⁴⁰, most startups meet only the criterion of the speed of internationalization. At least two geographic regions have a quarter of all analyzed startups. In terms of foreign sales, foreign activities account for more than 80% of total revenue for 8% of startups, 61-80% for 14% of startups. Zapletalová⁴¹ states that for the Czech market born global company should have a foreign sales rate of at least 75%. Almost two thirds of startups (64%) do not have more than 20% of foreign activities in revenues. Thus, most Czech startups cannot be characterized by quantitative criteria (nor do they meet the 25% share of foreign activities reported by Andersson and Wictor⁴²) as a born global company. Examination of startup companies offers for the theory of international business verification of theories of so-called born global companies in a specific startup environment.

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39 COVIELLO, N.: Re-thinking research on born globals. In *Journal of International Business Studies*, 2015, Vol. 46, No. 1, p. 18-25.

40 See also: ZAPLETALOVÁ, Š.: *Podnikání malých a středních podniků na mezinárodních trzích*. Prague : Ekopress, 2015.

41 Ibidem.

42 ANDERSSON, S., WICTOR, I.: Innovative Internationalisation in New firms: Born Globals—the Swedish Case. In *Journal of International Entrepreneurship*, 2003, Vol. 1, No. 3, p. 250-274.

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Contact data:

PhDr. Lukáš Durda, Ph.D.
University of Entrepreneurship and Law
Institute of Entrepreneurship and Marketing
Vltavská 585/14
150 00 Prague 5
CZECH REPUBLIC
lukas.durda@vspp.cz

PaedDr. Jiří Mezuláník, CSc.
University of Entrepreneurship and Law
Institute of Entrepreneurship and Marketing
Vltavská 585/14
150 00 Prague 5
CZECH REPUBLIC
jiri.mezulanik@vspp.cz

POSSIBILITIES OF E-COMMERCE IMPACT ON MODERN CONSUMERS

Jaroslava Gbuřová – Radovan Bačık

Abstract

An important part of modern marketing is marketing communication. Nowadays, it is necessary to produce a good product or service so that it is attractive to consumers. The current consumer is a demanding consumer. Shopping is a daily matter of our lives and customers can choose from a wide range of shopping venues with a variety of goods and services. Every day we meet with various product information, news, which we later compare, select and buy. This whole process is related to consumer purchasing decisions. There is a great struggle for every consumer on the Slovak market. If we do not win the customer, then our competitor will get it. The main point is to be able to listen to customers and satisfy their needs and requirements. E-commerce is one of the dominant forms of marketing today that can influence and change shopping decisions and consumer purchasing behavior. The aim of the paper is a theoretical e-commerce processing and purchasing process, as well as an analysis of the impact of e-commerce on purchasing decisions of modern consumers.

Key words:

Consumer. E-commerce. Internet. Marketing. Purchasing Process.

Introduction

The basic key to the company's success is the necessary knowledge of the market in which it operates. Given that the markets are people, that is, customers and consumers, it is necessary focus on examining their behavior in order to know and understand their needs, requirements, opinions, attitudes, values, motives, responses, as well as preferences and habits in the purchasing behavior process. Understanding consumer behavior creates a competitive advantage for society as it knows how consumers respond marketing incentives. Based on this knowledge the company can create its marketing program.¹ The goal of a marketing manager is to find out who buys and who consumes. However, in fact, the distinction is a very complex process because the individual's role in relation to the act of purchase is very numerous. An individual can

1 See also: CIBÁKOVÁ, V., BARTÁKOVÁ, G.: *Základy marketingu*. Bratislava : Iura Edition, 2007.

be an information collector, an influencer, a barrier to information flow, a decision maker, a buyer, a consumer, a customer, as well as another person who influences a purchase.² The consumer in the purchasing decision process is influenced by a number of elements. External factors, respectively. external influences are related to the environment in which the consumer lives and the way he lives. This group of determinants includes e.g. culture into which the individual is born, his / her income, age and social status. Other important variables among consumers are their intrinsic specifics, which arise from various psychological characteristics such as personality traits, degree of motivation, and the way consumers learn. These intrinsic characteristics are called internal factors, respectively. they are psychological influences. External and internal factors of consumer behavior interact and together form the decision-making process on the consumption of goods and services.³ However, it is important to bear in mind that the consumer is influenced by several factors when making a purchase decision. Certain factors can be influenced, others not. It is only an advantage to know them and direct your marketing according to who is your final customer.⁴

1 Internet and E-commerce

The term internet marketing is relatively new, but we still find many interpretations and definitions in book publications and on the Internet. Available publications offer different perspectives on the issue and define it from different perspectives. Internet marketing is also called e-marketing, online advertising, or electronic marketing. Internet marketing means all digital technologies that use the Internet for marketing purposes. Internet marketing also includes the use of smartphones, or smartphones. Internet marketing also includes a variety of online and offline worlds that offer ever-new creative ad processing.⁵ In the information world, it is sometimes very difficult to get the information we need very much. One of the biggest problems of today's business is the fact that most managers have too much information. They smother

2 KITA, J. et al.: *Marketing*. Bratislava : Iura Edition, 2010, p. 56-179.

3 RICHTEROVÁ, K. M. et al.: *Spotrebiteľské správanie*. Bratislava : Ekonóm, 2005, p. 34-72.

4 KOTLER, P., ARMSTRONG, G.: *Marketing*. Prague : Grada Publishing, 2004, p. 98-155.

5 KARLÍČEK, M., KRÁL, P.: *Marketingová komunikace: Jak komunikovat na našem trhu*. Prague : Grada, 2011, p. 213.

and blind them so that they do not know how to deal with them. This is a very warning signal of chaos in the information society. In an excessive amount of irrelevant information, it is easy to lose orientation and this wandering then results in a very significant waste of time that could be used for effective activities.⁶ According to Kita et al.⁷ is e-marketing as a prospective marketing trend based on the use of information technology. Information technologies provide new possibilities for communication, business, management. He works with potential and existing customers, creates a database of customers, manages call-centers, develops electronic offers of goods, ascertains the interest of customers and their satisfaction with electronic communication.

Currently, with the development of the Internet, there has been a shift in Internet trading. Companies are investing in information technology and e-commerce to increase the efficiency of operations and improve customer service. To indicate that everything is done over the Internet, the letter "e" (as electronic) is inserted before the common word. For example, the word e-business (e-business) or e-business, which we usually understand as a broader term than e-commerce, or e-commerce.⁸ Online shopping is associated with the boom of the Internet. In the early 1990s, companies used the Internet to promote and connect with customers. Above all it was the placement of product presentations, company information, contacts, handbooks, etc. In 1994, the first online stores we know today are launched. Companies have slowly become aware that the Internet is a new medium made available to millions of people around the world. An essential feature of the development of e-shopping was encryption, which ensures the transfer of credit card data. Since that time, server technologies have been developed that have made it possible to create e-shops with several thousand products. The greater the offer of products on the Internet, the greater the number of visitors to the Internet portals.⁹ Successful marketing communications have roots in knowing customers, competitors, co-workers, and the

6 DORČÁK, P., POLLÁK, F.: *MARKETING & E-BUSINESS. Ako sa zorientovať v základných pojmoch a procesoch nového marketingu*. Prešov : EZO.sk, s. r.o., 2010, p. 26.

7 KITA, J. et al.: *Marketing*. Bratislava : Iura Edition, 2005, p. 396.

8 BLAŽKOVÁ, M.: *Jak využiť internet v marketingu*. Prague : Grada Publishing, 2005, p. 36-88.

9 For more information, see: TOMEK, G., VÁVROVÁ, V.: *Marketing od myšlenky k realizaci*. Prague : Professional Publishing, 2011.

skill in handling the capabilities of an organization to generate profits. Marketing innovations are directly related to the modern phenomenon that many of us, the Internet, cannot do without. Every successful organization needs not only to be seen on the Internet through its website, but also needs to control what its Internet offers. The online world has changed existing marketing models and expanded them to include strategies that can be applied with far greater effect than the basic types of advertising. Knowledge of terms like PPC, SEO or consumer personalization goes hand in hand with the success of the organization.

2 Purchasing Process and Consumer

Managers, users who buy, search, use, and dispose of the products and services that clients who focus on individual decision-making expect the funds they use as time, money, or item data. How to shop, how to shop, how to shop, shop, how often to use, how to evaluate after purchase, and to influence these other purchases.¹⁰ Every day, consumers make a large number of purchasing decisions, which are the subject of business research. The aim is to find out how the consumer decides what, how much, how often, when and why he buys.¹¹ Buying decisions are very tied to buying behavior. The purchasing decision-making process is linked to the consumer and his behavior. As consumers gradually make decisions about how to meet their current needs. To solve and eliminate the inconsistency between the actual and the desired state or to buy or not to buy a certain type of product, but also to achieve a certain equilibrium state.¹² A consumer is an individual who purchases goods and services for his own consumption, for family use, or as a gift to another person. In each of these cases, the product is bought for the final consumption of individuals and is therefore also referred to as the final consumer. The final consumption of individual consumers is very dynamic, as it involves every individual, at any age and in any position, whether in the role of buyer or user, or in the role of both.¹³

10 SHIFFMAN, L. G., KANUK, L. L.: *Nákupní chování*. Brno : Computer Press, 2004, p. 83.

11 BARTÁKOVÁ, G. et al.: *Základy marketingu*. Bratislava : Iura Edition, 2007, p. 37-162.

12 See also: HES, A. et al.: *Chování spotřebitele při nákupu potravin*. Prague : Alfa, 2008.

13 RICHTEROVÁ, K. M. et al.: *Spotřebitel'ské správanie*. Bratislava : Ekonóm, 2005, p. 22.

Consumer behavior is and will continue to be influenced by meeting needs. Maslow distinguishes five basic groups of needs, which are arranged according to urgency. The first group consists of needs such as survival, food, drinking, breathing, sleep. If these needs are not met, the consumer will make every effort to overcome this deficiency. A large part of consumer behavior belongs to the basic need eg. purchase of food, clothing and housing. These goods meet not only one basic need but also other needs of the scale. The second group is the need for safety. People want to live in a well-organized environment without fear of threat. The consumer's behavior reflects this need through renting or buying an apartment or apartment. home, investing in education, insurance, old-age savings and much more. The third level of Maslow's theory of needs concerns love and belonging. The service sector provides us with opportunities to overcome boredom, loneliness and not be alone. Advertising convinces consumers that by buying certain products eg. cosmetics will become part of the group and will be popular. Goods that serve to express sympathy, friendship and love have a place of honor in the home, while its value is secondary. There is a need for recognition at the penultimate fourth stage. The symbolic value is the main value of the goods to satisfy this need. At the fifth stage there is a requirement of self-realization. This need is not met solely by the purchase or ownership of goods and services. However, consumer behavior is not everything; it is only a small part of the whole. Who wants to apply eg. a music group can't do without buying a musical instrument. The value of this product is increased by intelligent and creative use and recharges with potential energy. It increases the joy of his control and success, self-confidence and enjoyment of other people. At this stage, it is clear that consumer goods are a necessity, but not enough to meet needs. It remains up to the individual consumer to determine whether the degree of satisfaction of the need can be considered sufficient or insufficient. The real situation and the amount of available funds play a decisive role.¹⁴

3 Methods and Methodology

The aim of the research was analysis of the impact of e-commerce on purchasing decisions of modern consumers. The object of the research was consumers living in the Prešov region. We collected data from respondents through a questionnaire. The sample was selected by

14 STEFFENS, H.: *Správanie spotrebiteľov a spotrebiteľská politika*. Berlin : Technická univerzita, Inštitút pre praktické vzdelávanie a výučbu, 2002, p. 63.

random sampling. The primary data obtained were processed in the Statistica program. To confirm or reject the stated hypothesis, we used the t-test method for two independent selections. To determine the objective of the research, we set the following hypothesis:

- H_1 : We assume that there are statistically significant differences in consumer purchases over the Internet depending on their current economic activity.

4 Survey Results

The research was mainly based on an electronic questionnaire. The completion of the questionnaire was anonymous and voluntary and based on data obtained from the answers of respondents who in our case represented all Internet users within the region of Presov. The sample consisted of 155 respondents. The aim of the following question was to inform informatively about the gender of respondents. Respondents had the option of choosing a man-woman option. Of the 155 respondents, 98 women and 57 men participated in the research. From the results we can see that the largest share of economic activity is in the respondents, accounting for 50.3% of respondents. Right behind them are students and they represent 60 respondents (38.7%). Unemployed respondents 5.2% and individuals on maternity leave 4.5% participated in our research. Two respondents ticked the option of pensioner and thus represent 1.3%. In the following question: "How often do you shop online?" Individuals were asked to choose one of the options. Most respondents 70 (45.2%) were inclined to answer that they only occasionally shop online. Immediately behind them are 50 (32.3%) respondents who shop twice a month online. 23 respondents said they made purchases over the internet at most every three months. Once a week, 12 respondents buy 7.7% of respondents on the Internet

Questionnaire question: "What factors influence you when buying online?" Most respondents 92 (59.4%) agreed that the factor that influences them most when buying online is the price of the product. The following factor, according to the research sample, is the time savings agreed by 32 respondents (20.6%). 17 respondents are of the opinion that home delivery is an influencing factor and 13 respondents (8.4%) point to unlimited opening hours. Only one individual thinks that a loyalty advantage is a factor that will affect us when buying online. As part of another question, we looked at the overall satisfaction with

online purchases. The vast majority of respondents share the view that they are quite satisfied with 85 respondents or directly satisfied with 67 individuals, i. 43.2%. Only three respondents are less satisfied with internet purchases and there is no one in our research sample who is expressly dissatisfied with internet purchases. The following part of the paper shows us statistically processed data, which we used for testing the hypothesis set by us. We set the significance level at the given hypothesis to 5%, ie $p = 0.05$. The aim of the research problem was to find statistically significant differences in consumer purchases over the Internet depending on their current economic activity. The results of the hypothesis are analyzed in Table 1. With respect to the research problem we have established the following hypothesis:

- H_1 : We assume that there are statistically significant differences in consumer purchases over the Internet depending on their current economic activity.

In the following comparison we observed differences between consumers depending on their economic activity in surveyed items. Within the economic activity we compared only students and employed because there were not enough respondents in the other categories of economic activity. We used the t-test method for two independent selections.

Table 1: Comparison of average score - economic activity of respondents

Question	Economic activity	N	Mean	Std. Deviation	t	p
When shopping over the Internet, do you prefer Slovak products to foreign products?	student	57	3.087	0.830	0.612	0.879
	employed	81	3.111	0.922		
Will online advertising affect you?	student	57	3.105	1.030	-0.424	0.769
	employed	81	3.160	1.123		
Did you buy a product based on internet advertising in the last period (1 month)?	student	57	3.824	1.135	-0.803	0.038
	employed	81	3.382	1.270		
How satisfied are you with your overall online purchase?	student	57	1.684	0.505	0.533	0.163
	employed	81	1.555	0.547		

Source: Own processing

As can be seen in Table 1, the anticipated differences between respondents based on their economic activity were statistically significant only in answering one question, "Did you buy a product from online advertising over the last period (1 month)", where employed respondents expressed a greater level of agreement. Since $P < 0.05$ was recorded for only one question and for the other items compared, the average differences were not large enough to be statistically significant, so in this case the alternative hypothesis H1 can be rejected.

Conclusion

As a result of lifestyle changes, some markets are falling and others are growing. That's why marketing specialists need to keep track of these changes and adjust their offer to potential customers. What a person buys depends on their job. The bank employee needs a suit, the worker needs work clothes. Marketers must therefore identify a professional group that is more interested in their products or services. The company can also specialize in products for a particular professional group.¹⁵ Consumer decisions are also influenced by personal factors such as age, life stage, employment, economic situation, lifestyle, personality, and self-perception. Throughout their lives, people constantly change the goods and services they purchase. When shopping over the Internet, Slovaks tend not to prefer Slovak products to foreign products. The price of the product plays an important role and the postage is also an important aspect. Online stores such as Ebay and Alliepres also offer the option of "free shipping", which will appeal to today's young generation so much that they are willing to wait a month for the product they ordered. In this case, they are not interested in quality, only the price can address so much that the prevailing purchase on these foreign sites. Slovak sellers suffer from this and this must be reduced and the domestic market and quality domestic products must be supported. Empathy, where it is necessary to know the role of the customer, but also localization, are the decisive aspects in reaching the customer at the moment. Indicate that products are always in stock or delivery of products for free. The economic situation of an individual has an impact on meeting needs and sharply influences his purchasing decisions. The economic conditions of the consumer are generated from his income. Household is an economic

15 KOUDELKA, J.: *Spotřební chování a segmentace trhu*. Prague : Vysoká škola ekonomie a managementu, 2006, p. 65.

unit, so most consumers spend their income as part of their family. Sellers also need to adjust prices, because if a recession occurs, it is important to change the pricing policy.¹⁶

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16 For more information, see: KOTLER, P. et al.: *Moderní marketing*. Prague : Grada Publishing, 2007.

Contact data:

PhDr. Jaroslava Gburová, PhD.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
jaroslava.gburova@unipo.sk

assoc. prof. PhDr. Radovan Bačík, PhD. MBA, LL.M.
University of Prešov in Prešov
Faculty of Management
Konštantínová 16
080 01 Prešov
SLOVAK REPUBLIC
radovan.bacik@unipo.sk

NEW TECHNOLOGIES USED IN THE HOME AND THEIR IMPACT ON COST INCREASES

Robert Halenár

Abstract

New TVs that already have access to the Internet also use the new functionality that this connection allows. These include HbbTv, video on demand (Netflix), YouTube or simple games. Time spent in this way on TV is steadily increasing, in some homes it has long prevailed or dominated. There are a number of reasons for this, ranging from a wide range of unfiltered offerings to the widest demand, to tailoring the TV program to the mood and individuality of the viewer, for example to free organization of your own time spent in entertainment. However, such use of TVs is also reflected in the amount of electricity consumed, which may not be negligible. This article examines the impact of different uses of TV on electricity consumption.

Key words:

Broadcasting. Consumption. Costs. Electricity. IPTV. TV Technology. Video on Demand.

1 Introduction

The modern home uses a lot of juice. Decades ago, it was simply appliances, lights, the radio, and the TV that consumed electricity. Today, it's all that and so much more: PCs, charging phones, always-on routers, DVRs, pool filters, security systems. There may not be much you can do about the draw from each item you've got plugged in at home. But one way you can potentially save is to measure exactly how much electricity you're using. It's possible to do so for each device—it'll just take some work to find all this so-called "vampire energy" (aka "vampire load" or "phantom load" or even "leaking electricity") that's being sucked away by devices in a standby mode. When you're looking at your electricity bill, you're bombarded with a lot terms and abbreviations that seem pretty meaningless.¹

1 GRIFFITH, E.: *How to Measure Home Power Usage*. Released on 20th April 2017. [online]. [2019-10-01]. Available at: <<https://www.pcmag.com/article/343177/how-to-measure-home-power-usage>>.

2 Measurement of Consumption and Cost of Electricity

Electricity prices are often a topic to be discussed. They have a direct and indirect impact on our standard of living. The direct impact is evident in every-year payments for the supply and distribution of electricity consumed at the collection points, indirectly electricity prices are projected into other commodities and daily consumption items we buy. It is therefore clear that the lower is the total cost of electricity compared to our income, the higher could be the standard of living we can maintain at relatively constant consumption. A lower electricity price can therefore mean more savings to be used to buy other goods and services. Customers' shopping habits, however, sometimes contradict logic and are based on a purely emotional basis.²

3 Forms of TV Broadcasting

Any television that you bought after March 2007 probably has a built-in digital tuner, although a few TVs were sold after that date without them. The digital TV tuner makes it possible for your television to receive and display a digital signal. All over-the-air broadcasts in the U.S. have been digital since 2009, so to watch TV, you need a TV set with a digital tuner to watch even free broadcast shows. That tuner may be built into the TV, be an external digital TV tuner box connected to the TV or—in some cases—be built into a set-top box provided by a cable or satellite company. Digital signals from cable and satellite companies are scrambled and require a tuner provided by the cable or satellite company to view them. In contrast, digital TV signals from broadcast TV stations are not encrypted and can be processed by your TV tuner. When you are watching broadcast digital TV signals on an older analog TV, the digital TV tuner is in the DTV converter box. When you are watching broadcast digital TV signals on a digital or high-definition television, then the digital tuner is inside the TV. An exception occurs if your digital TV is a digital monitor. For cable and satellite subscribers, the digital TV tuner is in the set-top box that your provider gave you unless you are one of the few people who use a CableCard. Then the tuner is the CableCard.³

2 TRNKA, A.: Statistical analysis of online shopping behavior of students. In MATUŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life – part II*. Trnava : FMK UCM in Trnava, 2015, p. 284-291.

3 TORES, M.: *Where Is the Digital TV Tuner?*. Released on 26th August 2018. [online]. [2019-10-22]. Available at: <<https://lifewire.com/digital-tv-tuner-3276287>>.

With the development of television and TV integrated with a worldwide network of Internet originated Hybrid Broadcast Broadband TV (HbbTV). HbbTV is an association of the two projects, emerged in February 2009, by the merger of the French and German project H4TV HTML Profil project. In fact, this integration of different data transmission technologies (the Internet), television broadcasting and teletext. It also supports interactivity (release of information to the user upon request). Your TV must have:

1. Digital tuner or at least one digital tuner, HbbTV support provided by the broadcaster.
2. Internet connection (to complete the work and to provide interactivity).
3. Support HbbTV your TV.

The viewer looks like a football match TV company that broadcasts the game supports HbbTV technology in place with TV signals transmitted the information to display on the TV screen (the number of scoring chances the score, etc.). The team has scored a goal for the greater satisfaction of watching the match, the viewer can order a re-view, in this case on the Internet it will be given a fragment of a football match for repeated viewing. You can also find additional information about the game.⁴ Video on demand (VOD) are systems which allows users to select and watch/listen to video or audio content such as movies and TV shows when they choose to, rather than having to watch at a specific broadcast time, which was the prevalent approach with over-the-air broadcasting during much of the 20th century. IPTV technology is often used to bring video on demand to televisions and personal computers.⁵ There are several types of TV broadcast systems:

- Analogue Terrestrial TV is a term which refers to modes of television broadcasting which do not involve satellite transmission or via underground cables.
- Digital Satellite TV is television signals delivered by means of communications satellites and received by satellite dishes and set-top boxes. In many areas of the world it provides a wide range of channels and services, often to areas that are not serviced by terrestrial or cable providers.

4 *What is it HbbTV (Hybrid Broadcast Broadband TV*. [online]. [2019-10-22]. Available at: <<http://en.tab-tv.com/?p=13877>>.

5 NATHANAEL, J. S.: *What is video on demand*. Released on 31st August 2017. [online]. [2019-10-24]. Available at: <<https://www.quora.com/What-is-video-on-demand>>.

- Cable TV: analogue and digital systems or Community Antenna Television (CATV) is a system for distribution of audiovisual content for television, FM radio and other services to consumers through fixed coaxial cables, avoiding the traditional system of radio broadcasting antennas (broadcast television) and have widespread use, mainly through the pay-TV services.

New technologies:

- Digital Terrestrial Television (DTTV or DTT) is an implementation of digital television technology to provide a greater number of channels and/or better quality of picture and sound using aerial broadcasts to a conventional antenna (or aerial) instead of a satellite dish or cable connection.
- The High Definition Television (HDTV), also known as HDTV (High Definition Television) is a television system with a resolution significantly higher than in the traditional formats (NTSC, SECAM, PAL).
- Pay-per-view (often abbreviated PPV) offers a system by which a television audience can purchase events to view on TV-monitors via private telecast of that event to their homes.
- Video-on-Demand (VoD) or Audio-Video-on-Demand (AVoD) systems allow users to select and watch/listen to video or audio content on demand.
- Web TV, TVIP, or TV on the Internet is the transmission of a programming grid through the Internet. It can be known "normal" TV channels or channels specifically designed for the Internet.
- IPTV, the recent introduction of Television over Internet Protocol technology, commonly known as IPTV, made a revolution on the distribution networks for TV signals, allowing eliminate many of the problems associated with a distribution network based on coaxial cables, in particular those related with the degradation of signal, interference, signal levels, and capacity of the transmission of the channel's band.⁶

6 *The various methods of TV transmission.* [online]. [2019-10-01]. Available at: <<http://www.tecnicontrol.pt/en/wiki/item.html?id=81-the-various-methods-of-tv-transmission>>.

4 OTT and OTA Service: Netflix or OTTA

OTT stands for “over-the-top,” the term used for the delivery of film and TV content via the internet, without requiring users to subscribe to a traditional cable or satellite pay-TV service like a Comcast or Time Warner Cable. Because OTT apps and services are delivered over the internet, users still need a broadband connection, which they usually get from their cable providers. The likely outcome: traditional distributors will continue to play an important role in the growth of OTT because they also specialize in areas that TV networks don’t have an expertise in, including sales, marketing and customer management.⁷ Over the last decade wireless programming or **over the air provisioning (OTA)** has been widely used by the mobile phone industry. This capability has allowed software updates to be delivered to mobile phone users and to enable the deployment of new services as they become available. So far, such capabilities have not been available to wireless sensor networks or to the Internet of Things. Such networks, usually consisting of hundreds or thousands of nodes (“motes”), would benefit from an OTA capability.⁸

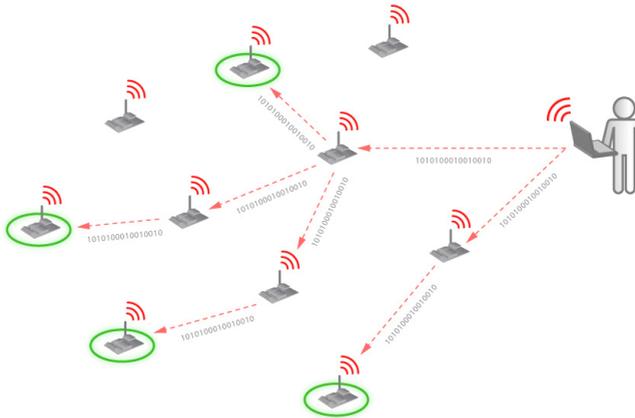


Figure 1: Over the Air Programming with 802.15.4 and ZigBee – OTA

Source: *Libelium: Service OTA*. [online]. [2019-09-26]. Available at: <http://www.libelium.com/over_the_air_programming_ota_802-15-4_zigbee/#!/prettyPhoto>.

7 SAHIL, P.: *WTF is OTT?*, Released on 7th July 2015. [online]. [2019-10-01]. Available at: <<https://digiday.com/media/what-is-over-the-top-ott/>>.

8 *Over the Air Programming with 802.15.4 and ZigBee – OTA*. Released on 9th May 2011. [online]. [2019-10-01]. Available at: <https://digiday.com/media/what-is-over-the-http://www.libelium.com/over_the_air_programming_ota_802-15-4_zigbee/#!/prettyPhoto>.

Test TV electricity consumption in using some functionality:

- Type of TV: SAMSUNG LED TV, 4k, 65"

Table 1: Electricity consumption of TV

	Type of service						
Consumption [W]	DVB-T/S broadcasting			On demand service			
Service/resolution	576i	720p	1080i	OTTA (OTT)	HbbTV	Youtube	USB
min	75	75	85	75	85	55	75
max	105	95	90	115	115	115	115

Source: Own processing

$6 \text{ hours} * (0,115 - 0,075) \text{ kWh} * 365 \text{ day} * 0,15447655 \text{ EUR/kWh} = \text{min } 25.37 \text{ EUR} / \text{max. } 38.90 \text{ EUR}$

Difference between monthly use of TV (38.90 EUR - 25.37 EUR) / 12 = 1.13 EUR

Consumption of set-top-box and Wi-Fi router often needed may take up to 50W, what will increase overall electricity consumption.

$6 \text{ hours} * (0,05) \text{ kWh} * 365 \text{ day} * 0,15447655 \text{ EUR/kWh} = 16,92 \text{ EUR}$

Monthly use of set-top-box and Wi-Fi router 16,92 EUR) / 12 = 1.41 EUR

Total operating costs can climb up to 1.13 EUR + 1.41 EUR = 2.54 EUR/monthly.

Per year 30.48 EUR

Spare parts for household appliances such as refrigerators, washing machines, dishwashers or televisions will have to be available for at least seven years. This stems from the rules presented by the European Commission. Appliance manufacturers wishing to distribute their products on the EU market will apply from March 2021. The new rules are intended to protect consumers as well as the environment. They also apply to Slovakia as a member country.⁹ If the total lifetime of a TV is 7 years, the cost of different operations over the time can reach EUR 213.36. The difference in use can therefore also exceed 50% of the TV price.

⁹ *Spare parts for household appliances will be available for at least 7 years.* Released on 6th October 2019. [online]. [2019-10-09]. Available at: <<https://www.hlavnespravny.sk/nahradne-diely-domace-spotrebice-budu-dostupne-aspon-7-rokov/1909448#>>>.

Conclusion

The electricity consumption of the TV takes different values depending on the use. In general, **“on demand” services** and **fast-changing scenes** where a large number of pixels are processed consume the most energy. Thus, real time scenes with relatively low mobility on the scene (eg fairy tales or photographs) have the lowest power consumption. The difference in TV consumption can peak up to 50% resp. long term about 30%. For “on demand” services, we usually use additional devices such as a set-top box or a Wi-Fi router, which increases the overall electricity consumption. The use of “on demand”- service continues to grow and can be expected to account for the majority of applications in the future. Thus, electricity consumption will increase not only as the diagonal increases, but also through the use of other devices and services.

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Contact data:

Ing. Robert Halenár, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

robert.halenar@ucm.sk

CYBERBULLYING FROM THE PERSPECTIVE OF TEENAGE VICTIMS: EXPERIENCING, EXPERIENCES, CONSEQUENCES AND POSSIBILITIES OF ELIMINATION OF THIS PHENOMENON IN DIGITAL SPACE

Vladimíra Hladíková

Abstract

The paper deals with the issue of electronic bullying and has the character of a theoretical-empirical study. The main aim of the paper is to point out cyberbullying as a negative phenomenon of electronic communication and to define the context of cyberbullying from the perspective of victims and their experiencing, in particular, to specify and define the concrete experiences, consequences, and possibilities of eliminating this phenomenon. In the paper the hermeneutic and phenomenological method was used in the theoretical part, the results of the quantitative questionnaire research are presented in the empirical part. The first part of the paper defines the basic theoretical foundations of cyberbullying, especially its victims and their definition from various author's approaches. The core of the paper is a chapter focusing on the acquired data related to real experiences and experiencing of victims. In the conclusion, the prevention activities are emphasized, which can represent a significant factor in the process of elimination of cyberbullying on the whole society level.

Key words:

Consequences. Cyberbullying. Experiences. Prevention. Teenagers. Victim.

Introduction

The digitalisation of the society, the ever-increasing technological revolution and the expansion of information and new media have brought a completely new understanding and perception of the everyday world around us. These changes are likely to have the greatest impact on the current new generation, children and adolescents. Aggression through electronic communication tools appears as a relatively new and ever-expanding form of social cruelty. Cyberbullying is undoubtedly one of these aggressive behaviours in cyberspace. The main aim of this paper is therefore to define theoretically-empirically the context of cyberbullying from the perspective of victims and their experiencing, in particular, to specify and define concrete experiences, consequences and possibilities of elimination of this phenomenon among teenagers. Various quantitative and qualitative methods, such as hermeneutic or phenomenological

method and other analytical-synthetic and inductive-deductive methods or graphical processing of research results, were used to fulfil the main goal. The author of the concept of cyberbullying is considered to be Canadian Bill Belsey¹, by whom the classic definition of cyberbullying *“involves the use of information and communication technologies to encourage the deliberate, repeated and hostile behaviour of an individual or group to harm others”*. The Slovak expert on this issue, K. Hollá², defines cyberbullying as behaviour that includes harassment, threatening, humiliation, persecution or other negative behaviour of an individual or group using the Internet, interactive and digital technologies or mobile phones. This behaviour is intended to harm victims in the form of general insults, homophobic, sexist, racist and other discriminatory prejudices, where there is a significant disproportion in ICT skills between the aggressor and the victim, and the victim is exposed to negative online material in the long term.

1 Victim of Cyberbullying

The victim of cyberbullying becomes an individual who is subject to the aggression of others. Interesting are the ideas of P. Tournier³, by whom all people are essentially weak, because everyone is afraid that others may see their inner weakness. However, they differ in their different responses to anxiety. A strong reaction is to give one a semblance of certainty and aggression, for which one conceals his/hers weakness and fear by provoking fear in others. A weak reaction causes frustration in him/her, and realizing his/her own weakness then takes his/hers courage. *“Weak individuals let themselves to be destroyed because they believe in the power of others, but they do not see that outwardly strong individuals only pretend their strength and try to destroy the weak to confirm their triumph.”* In the context of traditional bullying, we can divide victims into two groups. The first group consists of weak, vulnerable (physically weaker, less assertive, insecure) children and adolescents, who represent a simple target for the aggressors (the so-called passive victim). The second group is the victims who, by their characteristics or qualities, provoke aggression in others. These are children who suffer from hyperactivity, impulsiveness, are hostile and aggressive, as a result of which they are rejected by the collective and lack friendships. This group is sometimes referred to as

1 BELSEY, B.: *Cyberbullying*. [online]. [2019-10-03]. Available at: <<http://www.cyberbullying.ca/>>.

2 HOLLÁ, K.: *Kyberšikana*. Bratislava : Iris, 2013, p. 14.

3 TOURNIER, P.: *Silní a slabí*. Prague : Návrat domů, 1995, p. 14.

the “victim-provocateur”. In cyberbullying, there are two more types of victims - *an aggressor who becomes a victim*, either because he/she is avenging himself/herself or because in cyberspace there is an increase in resistance from his/her audience. The second type are individuals who normally do not deviate too much, sometimes even have a good position in the collective. However, in cyberspace they become vulnerable: the aggressor can easily access them through online applications or smartphone and misuse their personal data and information^{4,5}.

In fact, anyone can become a victim of cyberbullying due to their merits, physical fitness or on the other hand, clumsiness, appearance, age, race, gender, social security, sexual orientation, disabilities or other personal characteristics and features. The victim may also be selected at random (e.g. by accidentally dialling a telephone number). The predictor of an individual’s risk may be his/hers use or misuse (in the form of addiction) of ICT resources. Adolescents who share their identity and ideas online, for example on social network sites, are therefore much more vulnerable to becoming victims of cyberbullying than individuals who lead a less active virtual life. H. Macháčková – L. Dědková⁶ also add that victims also publish personal information on the Internet to a greater extent, which allows aggressors to contact them again even if they have never met in the real world. It is also typical for victims that in cyberspace they are more self-exposing than others, thus sharing more personal and intimate information even when communicating with strangers. This makes them more vulnerable as all this information and data may be misused. However, the authors emphasize that this behaviour (self-exposing, frequent internet communication, etc.) is not in itself a consequence of cyberbullying. Electronic bullying is related to this type of behaviour, but its origin and basis are mostly elsewhere.

According to K. Hollá⁷, a characteristic feature for victims of cyberbullying is also the low level of skills and managing of information and communication technologies. The above premise suggests that girls

4 ČERNÁ, A.: Online obtěžování a kyberšikana. In ŠEVČÍKOVÁ, A. et al.: *Děti a dospívající online. Vybraná rizika používání internetu*. Prague : Grada, 2014, p. 131.

5 See also: HUDÍKOVÁ, Z.: Emotional factors in creating media contents. In *European Journal of Science and Theology*, 2015, Vol. 11, No. 6, p. 155-165.

6 MACHÁČKOVÁ, H., DĚDKOVÁ, L.: Aktéři kyberšikany. In ČERNÁ, A. et al.: *Kyberšikana. Průvodce novým fenoménem*. Prague : Grada, 2013, p. 63.

7 HOLLÁ, K.: *Kyberšikana*. Bratislava : Iris, 2013, p. 37.

are more likely to be victims of cyberbullying from a gender perspective. If online attacks occur as a result of boredom, fun or distraction, which is done by a girl – aggressor, her victims tend to be girls more often than boys. The same is true of sexually motivated cyberbullying, which is mostly subject to girls again. However, this does not exclude boys as victims of electronic bullying and its various forms. For example, in happy slapping, it can be assumed that the victims are more often boys, as it is also a physical attack on the victim, which is recorded and later virally spread in cyberspace. If we were to identify age-related cyberbullying victims, it must be noted that, since the attacks are often unexpected, aggressors often attack not only peers, but also considerably older people, for example seniors, the disabled, pregnant women, etc. In this context, K. Hollá⁸ says that *“from the age point of view cyberbullying occurs in older pupils, it does not exclude the involvement of children of younger school age”*. According to A. Černá⁹, cyberbullying and online harassment mainly concern adolescents. *“The prevalence of bullying culminates between about twelfth and thirteenth year and decreases with age; the transition to high school is often mentioned for the most sensitive period.”* A similar viewpoint is also stated by M. Brestovanský¹⁰, according to which the most risky groups threatened by cyberbullying are mainly adolescents who develop close acquaintances and relationships on the Internet. This group of young people is very vulnerable to potential attackers, especially when they are experiencing their online relationships anonymously, alone and without the support of a peer group to gain knowledge and experience about what is and what is not appropriate. The frequency of these relationships is also determined by the culture of the society in question – it is higher in highly technologized societies with a tradition of computerization of life (USA, South Korea, Japan). This statement can only be accepted as it is children and juveniles, in part adolescents (generation Z), who are currently considered to be the most threatened and most vulnerable age group in relation to the category of online risks and cyber security. What signs does a person who has been the victim of

8 HOLLÁ, K.: *Kyberšikana*. Bratislava : Iris, 2013, p. 38.

9 ČERNÁ, A.: Online obtěžování a kyberšikana. In ŠEVČÍKOVÁ, A. et al.: *Děti a dospívající online. Vybraná rizika používání internetu*. Prague : Grada, 2014, p. 120.

10 BRESTOVANSKÝ, M.: *Kyberšikanovanie*. In ADAMÍK-ŠIMEGOVÁ, M., KOVÁČOVÁ, B. (eds.): *Šikanovanie v prostredí školy. Možnosti prevencie a zvládania*. Trnava : Typi Universitatis Tyrnaviensis, 2011, p. 90.

cyberbullying show? A. Hudecová –K. Kurčíková¹¹refer to P. Říčan (1995), which lists the characteristics of the victim of bullying and divides them as follows:

- direct – obeying the aggressor's orders, not repaying various small attacks on the child,
- indirect – the child is usually in school alone, has no friends, seeks proximity to the teacher, is insecure, frightened and looks sad.

Speaking of abuse or bullying in any form, it is clear that the victim may be seriously injured (physically and mentally). Adults who have experienced bullying in childhood report serious problems that they have to face in real life (e.g. loss of confidence, fear of new situations, social phobia and anxiety, non-communicativeness, loneliness, suicide attempts or self-destructive behaviour).

2 Research Methodology

The issues discussed at the beginning of this paper are considered to be extremely topical and interesting. In examining these contexts, we decided to use a quantitative research strategy as it results in diverse data. The basic tool of quantitative research was a questionnaire of our own construction, which contained 51 questions of various characters. In the evaluation and interpretation of research results were used methods of analysis, synthesis, comparison, methods of statistical data processing and their testing, as well as generalization of data or their graphical representation. The research is focused primarily on high school students, who also form the object of our research. Questionnaire categories, their content, form and wording were also adapted to respondents' age. In order for the research to achieve relevant and interesting results, our aim was to seek as many respondents as possible. We set a minimum limit of 500 students of both genders. The lower age limit was 14 years; the upper age limit was 20 years. The research was carried out in the Trnava region. Since the research carried out was exploratory in nature (we examined the experience, consequences, attitudes and possibilities of protection and prevention from the perspective of cyberbullying victims), we did not formulate hypotheses in this case, but on the basis of comparison of literature and research of discussed problems up

11 HUDECOVÁ, A., KURČÍKOVÁ, K.: *Kyberšikanovanie ako rizikové správanie*. Banská Bystrica : Pedagogická fakulta Univerzity Mateja Bela, 2014, p. 41.

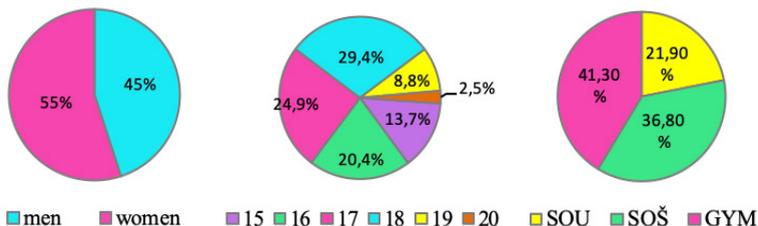
to now, we followed several assumptions. The following two selected assumptions are important for the purpose of this paper:

1. We assume that the most frequent form of cyberbullying among respondents was flaming and identity theft.
2. We assume that all respondents who have been victims of cyberbullying have, after this experience, implemented at least one method of specific action related to the safety and elimination of cyberbullying recurrence in cyberspace.

We then digitized all print versions of the questionnaires and respondents' answers into electronic form. The electronic questionnaire was created through Google, which we used to process more accurate and thorough results. The obtained data were tested, analysed, evaluated and we have drawn certain conclusions and opinions from them that we present in the next chapter of the paper.

3 Interpretation of Research Results

The first part of the questionnaire was devoted to the demographic data of respondents (gender, age, level of education). 775 respondents, both genders, participated in the research. However, some questionnaires were not returned, fully completed or could not be used and included in the research sample for other reasons. The rate of return of the questionnaires is **86.1 %**, which we consider a success. The following graphs report the identification data of the respondents who participated in our research.



Graph 1: Gender of respondents

Source: Own processing

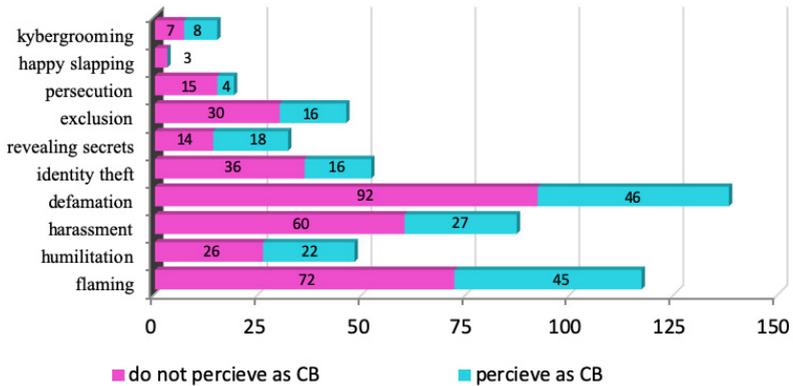
Graph 2: Age of respondents

Source: Own processing

Graph 3: Type of high school

Source: Own processing

In addition to the identification data, we also identified some of the respondents' preferences in the context of spending time in cyberspace or the communication platforms they use there. It should be noted that respondents had the opportunity to indicate more response options for most questions in the questionnaire. We can say that more than 71% of respondents spend four or more hours on the Internet every day. We consider this to be highly alarming, as several authors point out that being online for more than three hours a day can have a significantly negative, even pathological impact on children and juveniles. In the following part of the paper, due to the limited extent as well as the large amount of data obtained, we will only interpret a selected area of research that focused exclusively on victims of electronic bullying and their experiences, attitudes, consequences and other context related to this phenomenon. Up to 296 respondents, representing almost 40% of the research sample, belong to this group. Because the respondents may have had multiple experiences of different forms of cyberbullying, they could respond by selecting multiple options. Graph4 shows the number of respondents who have experienced individual forms of cyberbullying, and also the difference in who evaluates their experiences or does not evaluate them as behaviour identical to cyberbullying. The graph also represents a combination of two separate questions. Question no. 34, in which we asked whether respondents in their opinion became victims of cyberbullying, was positively answered by 90 respondents, which represents 11.6% of the research sample. In question no. 35, we examined whether they had experienced any type of behaviour on their own, without using the notion of cyberbullying (or its forms). With this question, we wanted to verify what respondents perceive as cyberbullying and whether they realize that they actually became its victim. Up to 294 respondents answered positively in question no. 35, which represents almost 38% of the research sample. Most often, victims experienced defamation, up to 138 (46.9%) respondents, but only 46 respondents perceive this experience as cyberbullying. Thus, it can be stated that up to 31.3% of the total number of victims believe that defamation on the Internet does not constitute cyberbullying. The second most widespread form of cyberbullying is flaming, with more than 39.8% (117) victims. As with defamation and flaming, most respondents do not think it is cyberbullying. As many as 87 (29.6%) victims experienced harassment. Certain subjects in the sample also experienced humiliation, identity theft, exclusion from the online group, and other forms of cyberbullying, which are shown in the following graphic overview.



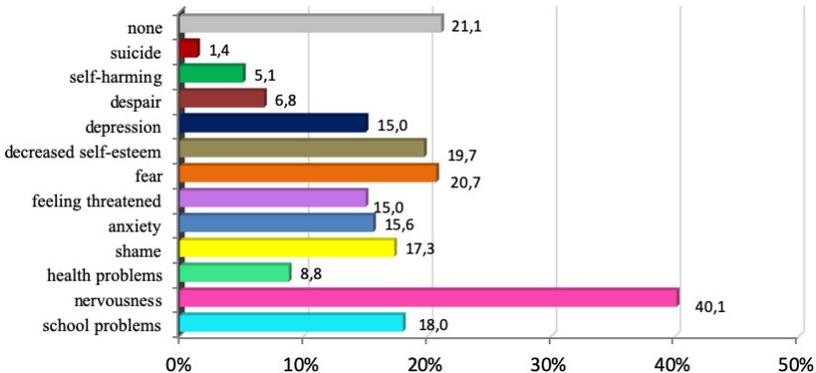
Graph 4: Cyberbullying experience perceived by victims

Source: Own processing

The overall higher number of respondents who do not perceive their experiences as cyberbullying only supports the fact that the research sample has a lax attitude towards this negative behaviour and does not have adequate knowledge related to this issue. It is alarming that, according to the results of our research, up to 40.9% of respondents do not perceive cyberbullying as a threat and up to 38.3% cannot even define this term (as we have interpreted above). At the same time, it can be stated at this point that **assumption no. 1, that the most frequent form of cyberbullying among respondents was flaming and identity theft, was only partially confirmed.** According to 40.1% of the research sample, the most common problem caused by the experience of cyberbullying in victims is nervousness. Furthermore, respondents report fear (20.7%), decrease in self-esteem (19.7%), problems in school (18%) or feelings of shame (17.3%). Interestingly, more than one fifth of respondents reported that their experience of cyberbullying had not led to any problems. One such respondent is an 18-year-old girl who said in this context: *“Violence on the Internet had no consequences for me, but it could have if the attacker recognized me. Because of that, I had to change my image, dye and cut my hair. I didn’t travel by bus for a good half a year.”*

We consider it very important that fifteen respondents were self-destructive, and four of them actually attempted suicide. These figures are quite high in relation to the total number of the research sample, so we reiterate the importance of preventing this issue both in families and in the school environment. The seriousness of these findings is also confirmed by the testimony of one of the concrete victims and we

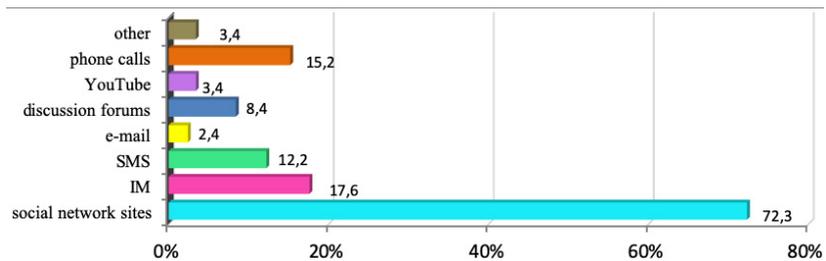
consider her answers and comments to be almost the most interesting and valuable data in the whole research. She is a 17-year-old woman who was a victim of both traditional bullying and cyberbullying. In the context of traditional bullying, she said: *“One acquaintance was bullied at school and I was a regular witness as she was hurt. I started helping her. Even though bullying has also passed on me, we have come out of it and we have a normal life.”* Moreover, she has also been the victim of cyberbullying in the form of provocation, defamation, and disclosure of personal information and secrets. The aggressor was her classmate and bullying was realized through social network sites, at the same time she was verbally attacking her in reality. Sadly, the respondent did not confide in her problems to anyone and says: *“I wanted to solve it myself”*. These unpleasant events caused her several problems – nervousness, anxiety, depression and self-destruction. The real tragedy, however, was her attempted suicide. With regard to the topic itself and the completion of the questionnaire, she has made the following comment: *“It was terrible for a while, because I experienced it and that made it easy for me to fill it. At the same time, I realized that even though I hurt myself, I’m out of it. Well thank you”*. Based on these findings, we can conclude that cyberbullying is a very dangerous phenomenon that has fatal consequences for the victims and should under no circumstances be overlooked or tolerated in any form or appearance.



Graph 5: Consequences of cyberbullying perceived by victims

Source: Own processing

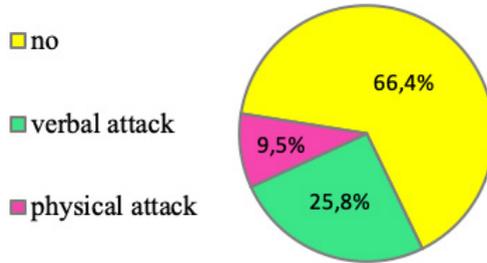
Attention was also paid to the relationship of victims and perpetrators. Most often, up to 42.4% of victims stated that it was a stranger. Other frequent bullying persons are former friends (24.9%) and classmates (21.5%). Notable is the percentage of ex-partner, reporting up to 8.4% of victims as persons performing cyberbullying against them. Other people who mentioned the victims to a lesser extent are current friends and teammates in digital games, especially in relation to flaming and exclusion from online groups. In question no. 39, we also investigated the use of the platforms, in which there was an electronic bullying. By far the most widely used platforms are social network sites. Up to 72.3% of respondents said they were victims of cyberbullying within them. IM messages (17.6%) are also frequently used, as are phone calls (15.2%) and SMS messages (12.2%). As more than 94% of respondents said they were connecting to the Internet via a smartphone, the results also reflect this. Other used platforms are accentuated by the graphical overview no. 6.



Graph 6: Platforms used for cyberbullying in victims

Source: Own processing

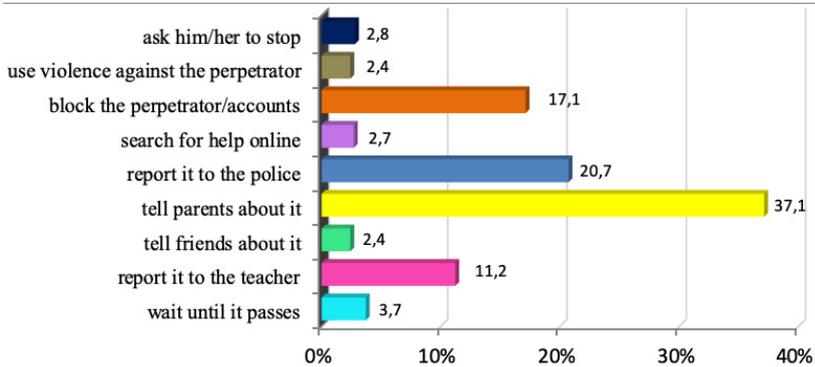
In the field of investigating the circumstances of cyberbullying against victims, we have also attempted to map the transfer of the attacker's behaviour into reality. Anonymity, no control or regulation of proceedings is proof that bullying on the Internet is very simple. Similarly, respondents express their opinion – according to a testimony of 66.4% of students, bullying concentrated and realized exclusively in cyberspace. However, more than a quarter of the victims confessed that there was also a verbal assault by the perpetrators in reality. As shown in Graph 7, up to 9.5% of the victims, representing 28 cyberbullied respondents also experienced the traditional bullying in the form of physical attacks.



Graph 7: Transferring cyberbullying into reality by victims

Source: Own processing

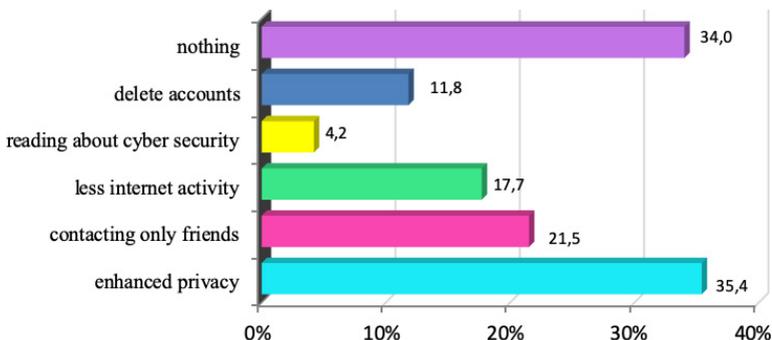
We also paid attention to clarifying the steps of the victims to end the attacker's activity. Surprisingly, more than a third of respondents who experienced cyberbullying said they had taken no steps to stop bullying. Significant is the number of respondents who informed their parents (22.4%), friends (20.3%) or implemented a counterattack in an effort to prevent the attacker's activities (16.2%). Only 24 victims (8.3%) confided in this problem to the educator, which we do not consider very gratifying. The results of this question also show that it is necessary to talk to children about this issue both in school and in the family environment. Up to 5.2% of the real victims (15 students) admitted that they tried to hurt themselves, which is a truly alarming result. Therefore, the issue of cyberbullying must not be underestimated, and we consider it very important that victims feel that their surroundings support them. This can lead to an improvement in social ties, both between parents and teachers and in the event of problems, juveniles will know that they have where to turn and ask for help in dealing with these difficult situations. However, the results of our research show an interesting discrepancy that we have observed in relation to questions no. 27 and 43. By comparing them, we found some differences between the actual performance of victims' actions to stop cyberbullying and their perception of the best way to deal with the situation (generally). As many as 37.1 % of victims consider confide in parents as the most appropriate way to end cyberbullying. However, only 22.4% of victims have actually taken this step. The same inconsistency is also between the second best way of addressing the situation, which is reporting to the police, and the actual performance of the act. As many as 20.7% of victims said they saw a solution in contacting the police, but only 7.6% of cyberbullying victims reported perpetrating cyberbullying.



Graph 8: The best way to deal with the situation perceived by victims

Source: Own processing

Concerning the steps taken by victims to prevent a similar situation from happening again, cyberbullying respondents reported increased privacy protection (35.4%) as well as absolute passivity to prevent repetition of offender activity (34%). Interestingly, less than 12% of respondents took a radical solution to this situation and removed attacked user accounts. Only 4.2% of respondents perceive information on risks and study guides on cybersecurity as the right step to prevent recurrence of cyberbullying. We consider this result not very satisfactory, as it is in these materials that victims can learn more about the possibilities of protection and ways of eliminating this negative phenomenon related to communication in cyberspace. At the same time it can be stated that **assumption no. 2**, *that all respondents who have been victims of cyberbullying have, after this experience, implemented at least one method of specific actions related to the safety and elimination of cyberbullying recurrence in cyberspace*, **was not confirmed**.



Graph 9: Tendencies of victims to prevent recurrence of cyberbullying

Source: Own processing

Conclusion

Undoubtedly, society is changing under the influence of new media and the development of digital communication technologies.¹² While the current generation of children and young people is rightly regarded as an online generation, as the daily use of electronic means is linked to their lives, the risks of irresponsible behaviour on the Internet are not yet fully understood. This has also been demonstrated in the empirical part of our research. Cyberspace currently provides, in addition to a number of positives, almost unlimited opportunities to harm others. Almost 40% of the research sample has been shown to be the victim of cyberbullying. It is therefore extremely important to apply prevention and intervention measures on these issues. In prevention, we consider it very difficult to identify cyberbullying itself, which is often done outside the attention of parents or teachers. Therefore, information of society on the risks and manifestations of cyberbullying by perpetrators and victims should come to the forefront. The possibilities of eliminating cyberbullying are in our hands. We emphasize, however, that co-operation between parents, educators and various experts is needed to prevent and eliminate aggression and inappropriate behaviour (also in cyberspace), as well as to implement prevention projects and measures at regional, national and international levels. The aim of this paper was not only to point out the

12 ZAUŠKOVÁ, A., REZNÍČKOVÁ, M.: SoLoMo, marketing dream or reality? In SOLÍK, M., RYBANSKÝ, R. (eds.): *Megatrends and Media : Reality and Media Bubbles : Conference Proceedings from the International Scientific Conference*. Trnava : FMK UCM in Trnava, 2018, p. 569.

real occurrence of this negative and risky phenomenon of communication in cyberspace, but above all to emphasize the need to eliminate it and to point out that the occurrence and spread of cyberbullying and its persistence in society is also influenced by our behaviour and actions. We consider it necessary to realize that, as we are responsible for our actions in the real world, it is important to apply a responsible approach in a virtual environment.

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Contact data:

PhDr. Vladimíra Hladíková, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
vladimira.hladikova@ucm.sk

MOBILE APPLICATIONS WITHIN THE POSSIBILITIES OF USING PRINCIPLES FOR MARKETING IN COMMUNICATIONS IN EDUCATIONAL INSTITUTIONS

Michal Kubovics – Michal Kabát

Abstract

In today's rapidly changing world, the primary element in the marketing spotlight is the customer, as well as it is in educational institutions. Technological progress has ensured that mobile content consumption has become an integral part of human lives. The preferred mediums within the digital environment are not only websites, but also mobile applications to a large extent. Across a wide range of segments, it appears to be a suitable tool for a wide range of target groups. This report deals with the definition of steps that lead to an integrated approach to create a mobile application for an educational institution within the principles of SoLoMo marketing. The next part summarizes and compares the content structure of the mobile applications of the best universities and subsequently defines the content of the mobile application for the university educational institution with the principles applied within SoLoMo marketing, linking the offline and online needs of the target group.

Key words:

Internal Marketing. Marketing of Educational Institutions. Mobile Applications. Online and Offline. SoLoMo Marketing. Use of Mobile Applications in Educational Institutions.

Introduction

With the advent of the digital era, the demands on education and the institutions that provide it are changing. If the institution wants to keep up a pace of growth, it must follow current trends. Especially if it is about marketing and customer care – student customers. Because if we keep the current customers who are students in comfort by making it easier for them to get daily updated information about educational institution, they will reward us with loyalty and increased activity. In this paper there is theoretical part in which all of the important pillars are contained, from marketing of educational institutions to marketing of mobile applications. There are some intersections between these two topics. It is necessary to note that we focus on the process of creating mobile applications because in nowadays world there is a huge number of mobile app creators, but only few of them adhere to years of proven and

operational procedures. If we look critically at the app rating, often there is no functional design associated with the right technology, which is confirmed and elaborated in design part based on current supplications, their analysis, comparison and selection of suitable functions.

1 Principles of SoLoMo Marketing

SoLoMo marketing as a concept introduced Loic Le Meur at the LeWeb11 conference as the key to the conditions for success of corporate websites. Since then several year have passed and SoLoMo marketing has become an essential part of many companies. SoLoMo marketing consists of three parts that together create a synergistic effect. Particularly, if we divide this word into 3 parts, namely So, Lo and Mo. The basic condition is the use of a smartphone.¹ The first part is **So**, which stands for **Social**. The most popular social networks in Slovakia in the first quarter of last year were YouTube with its 3 000 000 users, Facebook with its 2 500 000 users and Instagram with 970 000 users.² Undoubtedly, social networks in Slovakia are developed and used every day by users across the whole territory. Users can be divided according to whether they are public to all users, the term “Public social user” is used for this group, and “secret social users” for the opposite group. The ratio is 16% for public networks such as Twitter, Facebook, Instagram, Pinterest and 84% is for personal communication like email, phone, Skype or Messenger. The second part the name is **Lo** which stands for **Local**. According to leading author Ruiz, more and more people are using the phone’s location services³. This is reflected in the fact that local marketing with extremely precise geological targeting uses an increasing number of web and mobile applications, and many marketers from different companies have also switched to this trend. Specifically, it is commonly used in smaller community

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- 1 ZAUŠKOVÁ, A., REZNÍČKOVÁ, M.: Sociálne médiá a ich perspektíva pri zvyšovaní povedomia o ekoinováciách. In MADLEŇÁK, A. (ed.): *Integrácia sociálnych médií, geolokačných služieb a mobilných zariadení v záujme podpory environmentálnych inovácií*. Trnava : FMK UCM in Trnava, 2018, p. 40-42.
 - 2 *Sociálne siete na Slovensku: Ktoré a koľko majú užívateľov?*. [online]. [2019-06-12]. Available at: <<https://marketeris.sk/clanok/socialne-siete-na-slovensku-ktore-a-kolko-maju-uzivatelov>>.
 - 3 *What is So(Social) Lo(Local) Mo(Mobile) and Whyis It Important to Marketers?*. [online]. [2019-06-12]. Available at: <<https://nealschaffer.com/solomo/>>.

stores and restaurants. Thus, promotional messages are targeted to the local population, not to a more massive market.⁴ It can have several advantages for more precise targeting, cost reduction or closer contact with the target group. The third part is **Mo**, which is expressed by word **Mobile**. Mobile applications and mobile marketing were created mainly because of technological development and the development of mobile operators. Similarly, we cannot forget the desires of marketers who demand the most intensive and fast communication, which would contribute to the faster development of this part of marketing. Today, mobile marketing is one of the most widespread, fastest developing and best-targeted marketing methods. The advantages of mobile marketing are the immediate availability of mobile devices, the mobile phone can be precisely targeted, the delivery of the message is simple and affordable, and we can create an interactive response with the customer. Mobile phones are used above 100% in several countries.⁵

One of the three components of SoLoMo is mobile applications, they are software applications that are designed for using them on mobile phones and tablets. Mobile applications often offer very similar features to classic computer applications but with limited functionality, or reduced for mobile phones that have fewer options in terms of either operating system, or performance. We know mostly separated applications that are designed for different functions such as calculator, alarm clock or current weather. These are separate applications that act as individual entities. In the past, there was used mostly flipping apps from personal computers directly to mobile application. However, this approach has gradually disappeared, and we are currently observing the designing of mobile applications directly for mobile phones.⁶ Mobile apps can provide instant feedback from our customers. Mobile applications are constantly evolving, just like digital marketing itself.⁷

4 *Local marketing*. [online]. [2019-06-12]. Available at: <<https://www.marketing-schools.org/types-of-marketing/local-marketing.html#link1>>.

5 *Mobile marketing*. [online]. [2019-06-12]. Available at: <<https://www.marketo.com/mobile-marketing/>>.

6 *Mobile application mobile app*. [online]. [2019-01-17]. Available at: <<https://www.techopedia.com/definition/2953/mobile-application-mobile-app>>.

7 PTÁČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*, Trnava : FMK UCM in Trnava, 2016, p. 57.

2 Marketing of Educational Institutions

Educational institutions undertake some marketing efforts that can be divided into three levels:

- **Marketing research** – a large number of aspects of this research are similar to any other industry. Educational institutions marketing research should be linked to market analysis, namely the collection of information about market, competition, competitive services and products, potential customers, industry target groups, distribution system, competitive prices, as well as evaluation and testing. Based on the information gathered, the educational institution has the possibility to react flexibly and quickly to the requirements of the education market.
- **Marketing activities** – have as a basis for planning marketing research, respectively information that results from marketing research. They are directly focused on how to influence the management of educational institutions. This means that they have a direct impact on forms of communication with market, financial decisions and distribution. At this stage, we prioritize the interplay of marketing activities and the definition of target groups.
- **Marketing tools** – at this stage we choose the most suitable marketing tools that are specific and specifically modified according to previous research and activities. There are two types of marketing tools:
 - informational – they are related to market research and are divided into: primary, secondary research and research with the possibility of methodological variants and applications.
 - operational – they directly affect the sales policy, we include the marketing mix of 4P, in the case of educational institutions it is extended to 5P, where they add to the classic 4P (product, price, distribution, promotion) also human resources - people working in organizations.⁸

In order for marketing institutions to succeed, the current market situation needs to be carefully analyzed. Equally, it is important to remember the proper grasp of external and internal factors for the provision of educational services. In today's marketing environment, customer orientation is important, which is transformed into the

8 ČERNÁ, J., ČÁBYOVÁ, L., PTAČIN, J., MAZÁKOVÁ, S.: *Marketing vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2015, p. 7.

primary mission of each company and that is achieving the set goals. For marketing, this can mean maximizing customer satisfaction. From an economic point of view, it is important to pay attention to the financial aspect of achieving the goals with the help of the lowest financial and human resources, which does not always lead to quality of products, but it also depends on various factors. It is important to balance all the tools of the marketing mix so that it leads to an effective and quality fulfillment of the company's goals. There is no one solution for an educational institution that covers all the possibilities of the marketing mix. However, it can be complementary to other instruments and create harmony.⁹

3 Mobile App Marketing

New marketing rules speak of perception that is formed at any one time, so the actual content of the application needs to be updated regularly so that the user always has new content.¹⁰ Mobile app marketing has a marketing policy that is important to know in order to increase your success in the app market. These principles are worth using the term of so-called “Burst marketing” – In the Slovak language, the word burst is referred to as burst, explode, (Slovak: výbuch). This meaning can be translated as “explosive marketing”. This is marked as marketing, which is focused on the strategy of starting all marketing activities at once and using it to create the so-called campaign “wave”. When we launch all channels, we also create instantly more app downloads, which puts us in the top download counts. Ultimately, such a position in the app stores means that we have more reach for all users, and so many more people can find and download the app. An important concept here is ASO. **ASO** – stands for “App Store Optimization”, in practice we can compare it to SEO, which is a term for search engine optimization. Ultimately, this is increasing the amount and quality of website traffic through organic search engine results. ASO is a very similar term, but it is marked for optimization in app stores. When developing the application, we also have to pay attention to marketing, which is an essential part.

9 YOUNG, M.: *Ogilvy o reklamě v digitálním věku*. Prague : Svojtka & Co in Prague, 2018, p. 30.

10 SCOTT, D.: *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, Newsjacking, and Viral Marketing to Reach Buyers Directly*, London : Birkbeck College, University of London, 2017, p. 135.

First of all, however, we should focus on the quality of the application, also according to Macik, the possibilities of mobile application marketing are ordered according to logic, feasibility and importance as follows:

- **Reviews, PR**
Campaigns focused on this channel often contribute articles and sessions that focus on apps, technologies, or related topics. They are watched especially by technology experts, technology enthusiasts, or even the wider public.
- **App Rankings**
App store rankings (Google Play, AppStore), or editorial or user rankings, have a lot of traffic. They can be ordered by downloads, categories, prices, etc. If we get to the top of the list with this app, there are many potential people to download the app. Burst marketing strategies that has already been mentioned in this work are well suited to this.
- **Facebook Advertising - Facebook suggested apps**
Facebook offers a very good targeting for mobile users. This allows users to see the ad in the content of the situation on their mobile device.
- **AdWords**
Ads from Google, such as classic PPC, can be a good addition to other tools, but due to the price of the application, this tool is not economically manageable. Therefore, it is recommended to use this tool as a complement to campaign if the app is already in the app rankings, where this may be easier.
- **Mobile display advertising**
It's quite a very expensive tool comparing the quality and price. The tool consists of placing ads in other apps. These are different ad formats. These can be formats that are visible all the time the app is running, or when the app starts, while you work in the app, or when you close the app to the full screen of your device. Because of its disadvantageous price, it is recommended only as a companion channel for the campaign, as is the case with Facebook suggested apps.
- **Recommendation services**
Similar to application rankings, there are services that at regular intervals e.g. one day recommend a specific app with a short description of why users should clearly download it. This tool can significantly increase downloads even though AppStore can penalize this practice.

- **Social networks**
An essential part for mobile app marketing. On social networks, it is recommended to build your own channel to let current or future users be reminded of future enhancements or new apps.
- **The price**
It is also a powerful tool for classic marketing, as well as for mobile apps. There are different options at what price we can offer the app. It can be paid, free with earnings in in-app purchases, or charged with short-term discounts.
- **Organic download**
It works similarly to the organic website traffic, which are visited pages without supporting its promotion. For apps, this is a direct download of the app. Usually, such a strategy does not work to a large extent. However, we can improve this with some steps:
 - Icon;
 - Keywords;
 - Description;
 - Screenshots;
 - evaluation.¹¹

3.1 Mobile App Marketing Mix

The mobile app marketing mix is tied to the classic marketing mix, but adapts to the specific needs and issues of mobile apps. **Product** – The product should work effectively in the app area. This means that it should solve the user’s problem as quickly and easily as possible. The product itself becomes the application itself. In the field product we ask questions such as:

- Do customers need a mobile app?
- Is the app the best way to fulfill customer needs?

Price – just like in a traditional marketing mix, it’s the price of a product, which is the app itself for the mobile app marketing mix. The mobile app should make a profit for the operator and bring value to the customers for the money spent. There is a lot of competition in the world of applications, so we should be careful about who our competitor is and who is the potential threat when pricing. In order to set the pricing

11 *Top Rated Movies*. [online]. [2019-08-01]. Available at: <<https://goodrequest.com/sk/ako-na-marketing-mobilnych-aplikacii/>>.

strategy correctly, we should ask the following questions:

- Would customers be willing to pay for your app?
- Can it be available for free?
- Can ads be used in the app, in which case will they be turned off?
- How do competitors monetize their apps?

According to Landichi we know 4 main models of pricing strategies in the field of applications:

- Pay for app downloads in the app store.
- Free subscription-based app.
- Free app with in-app purchases.
- A free app with ads.

Location – The user should be able to access the application very easily. Whether it's through classic app stores from Android Google Play or iOS AppStore. Websites, e-shops, other apps, social networks, etc. can be used as sub-channels that can be downloaded. **Promotion** – The creation of a good communication strategy is essential for successful marketing mix. Therefore, the correct setting is very important.¹²

4 Analysis of Mobile Applications of Educational Institutions

When analyzing, the two parts are necessary, which are the selection of examined institutions according to the point evaluation and consequently the actual evaluation of individual applications according to the criteria resulting from the theoretical analysis.

4.1 University Scoring

Of the many university rankings that exist in the world, we chose The Times Higher Education World University Rankings because it reviews 1,250 universities across the world, making it the world's largest international benchmarking system. The world ranking we have selected is judged on the basis of teaching, research, knowledge transfer and international perception. 13 calibrated performance indicators are also defined. These data are verified by an independent audit firm, PricewaterhouseCoopers (PwC). That is why this ranking is very prominent and recognized worldwide.

12 *Formulating The Right Marketing Mix For Your App: A Comprehensive Guide*. [online]. [2019-09-01]. Available at: <<https://blog.appvirality.com/app-marketing-mix/>>.

Rank ▲	Name	No. of FTE Students	No. of students per staff	International Students	Female:Male Ratio
1	University of Oxford United Kingdom	20,298	11.0	40%	46 : 54
2	University of Cambridge United Kingdom	18,749	10.9	37%	46 : 54
3	Stanford University United States Explore	15,878	7.4	23%	43 : 57
4	Massachusetts Institute of Technology United States	11,231	8.7	34%	38 : 62
5	California Institute of Technology United States	2,255	6.5	29%	33 : 67
6	Harvard University United States	20,595	9.1	26%	48 : 52
7	Princeton University United States	7,996	8.2	24%	45 : 55
8	Yale University United States	12,318	5.2	20%	50 : 50
9	Imperial College London United Kingdom	16,425	11.7	56%	38 : 62
10	University of Chicago United States Explore	13,562	6.1	25%	44 : 56

Picture 1: The Times Higher Education World University Rankings

Source: *Times higher education*. [online]. [2019-08-01]. Available at: <<https://www.timeshighereducation.com>>.

4.2 Application Analysis

The following section provides an analysis of individual applications. It defines the current situation and is necessary to achieve the best possible use of mobile applications in the communication of educational institutions associated with the principles of SoLoMo marketing.

University of Oxford

The University of Oxford uses classic websites for its presentation. When you enter Oxford university in the mobile app store search engine, the keyword is not associated with a university, but with a university dictionary that is very popular. The information portal is in test mode. This information portal contains features such as weather, bus arrivals, site map with websites, contacts, news, events calendar, safety information, student counseling (student department), and educational resources. The University of Oxford does not provide an official application. However, it provides an information portal that meets all the requirements for a student overview. The information is clear and easy to access. The disadvantage of the information portal is the necessity of internet connection. The data can be stored in the mobile application, and even if there is limited or no data connection, there is a way to display it.

University of Cambridge

The University of Cambridge is not publicly presented by either a mobile application or an information portal. The information is presented on the website and the access to it can be more difficult. The University provides mainly language mobile applications, respectively mobile apps for learning a foreign language.

Stanford University

Stanford University's mobile app is sophisticated and maintained. The number of Android downloads is 10,000+. Its rating is 4/5 stars. There are features such as search the campus map, search the campus directory, dining venues and opening hours, news, events calendar, course offerings, book search, news and sports schedules, social media, alerts, push notifications. Stanford University has a sophisticated application that meets the requirements of today's student. From the point of view of this analysis and in comparison with other applications, we can only evaluate it positively. The mobile app has a choice of three content view choices. One option is for everyone. When this option is checked,

general information is available. The other option is for Stanford users, where the user gets to more personalized content such as schedule, accommodation, etc. Stanford University offers the same content on the information portals.

Massachusetts Institute of Technology (MIT)

The MIT mobile app meets the basic criteria for a mobile app. The number of Android downloads is 50,000+. Its rating is 4/5 stars. There are features like campus news, live shuttle tracking, a map of the search area, events, exhibitions, holidays and academic calendar, MIT tours information, MIT emergency information, MIT library and catalog search, MIT canteen menu and hours, campus problem alerts, QR code loading. It is a sophisticated application with lots of important information for a university student. During this analysis, it was one of the most downloaded applications with 50,000+. This app is different from the others because there is a QR code reader.

California Institute of Technology (MIT)

The Caltech mobile app meets the minimum criteria for a mobile app. The number of Android downloads is 100+. Its rating has not yet appeared. Features such as access to student resources, including student support services, emergency contacts, announcements and changes. The mobile app only offers basic content. Announcements and changes are important. The maps are refined, where the item is divided into a static zoom map and interactive search.

Harvard University

The Harvard mobile app is an extremely redesigned mobile app. Android downloads are 50,000+. Its rating is 4.5 / 5 stars. There are features such as people overview and contacts, maps, buildings, courses, public transport monitoring, school sports, library, school news, events calendar, multimedia, photos, Harvard campaigns, social network, alerts. Extremely sophisticated application of which can be very inspiring about what students require. This application is exceptional not only in content, but also in graphics. Compared to previous applications, there are many similar features, but the canteens and mass transit features are updated live. This means that the movement of the buses is visible in real time and the dining room offers meals that are currently available.

Princeton University

The Princeton mobile app meets the mobile app requirements. Android downloads are 10,000+. Its rating is 4.5 / 5 stars. It contains features such as news, public and student events, real-time shuttle information, campus map, dining venues, clocks and menus, directory, rich media tours, course listing, library catalog, places and clocks, sports news, plans and results. The Princeton application has not been updated for a long time, but it still meets the student's basic requirements for the university information.

Yale University

The Yale University mobile app meets the content requirements for a simple mobile app. The number of Android downloads is 1,000+. Its rating is 5/5 stars. There are features such as addressees, site map and public transport, news and events, videos, photos, sports news. Mobile app meets the minimum content requirements. Rather, it connects the web to a mobile app. Here you will find basic information that is immediately available after introduction. New features include sophisticated filtering.

Imperial College London

The Imperial College London mobile app meets the content requirements for a simple mobile app. The number of Android downloads is 10,000. Its rating is 4/5 stars. Features include access to timetables, university e-mails, catalog of services and facilities, campus map, library information, latest college news, travel information, problem reporting, push notifications. In this mobile app, we noticed a login for a student and the other option was to sign in for a public visitor. For some features, the mobile app directly uploads a page from the web, features that are embedded, such as maps, news, use a worse layout than other mobile apps, but we rate the content as excellent. In addition to the mobile application, the University also provides an information portal based on the same content.

University of Chicago

We believe that the University of Chicago mobile app meets the content requirements for a simple student mobile app. The number of Android downloads is 10,000+. Its rating is 4.1 / 5 stars. There are features like maps and public transportation, news, events calendar and directory users. Users can personalize the content they see when they sign in. The application provides basic information and visually we rate it positively. Overall, the application is consistent with the webpage and other graphic materials of the university.

Table 1: Analysis of functionalities of the ten best universities

University	University of Oxford	University of Cambridge	Stanford University	Massachusetts Institute of Technology	California Institute of Technology	Harvard University	Princeton University	Yale University	Imperial College London	University of Chicago
Filled description in the store.	-	-	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory
Screenshots in the store.	-	-	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory
Version for iOS / Android / other device	-	-	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No	Yes/Yes/No
The speed of the simulated launch the application.	-	-	0,8s	1,2s	1,4s	0,7s	1,1s	1,1s	1,1s	0,7s
Last actualization	-	-	30. April 2018 - current version 8.2	26. July 2017 - current version 2.7	19. September 2019 - current version 5.0.6	31. July 2019 - current version 2.6	10. Jun 2019 - current version 1.8	10. September 2019 - current version 1.0	17. September 2019 - current version 8.7.1	10. September 2015 - current version 3.2.2
Number of downloads	-	-	10 000+	50 000+	100+	50 000+	10 000+	1 000+	10 000+	10 000+
Rating	-	-	4/5 stars	4/5 stars	-	4,5/5 stars	4,5/5 stars	5 stars	3,9 stars	4,4 stars
Number of evaluators	-	-	23	23	-	437	84	5	112	12

Source: Own processing, 2019.

Table 2: Analysis of functionalities of the ten best universities

University	University of Chicago	Imperial Collage London	Yale University	Princeton University	Harvard University	California institute of Technology	Massachussets Institute of Technology	Stanford university	Unversity of Cambridge	University of Oxford
Timetable	-	X	-	-	-	-	X	X	-	-
People Directory/ Contacts	X	-	X	X	X	X	X	X	-	X
Public Transport	X	X	X	X	X	-	X	X	-	X
News/ Announcements	X	X	X	X	X	X	X	X	-	X
Map	X	X	X	X	X	X	X	X	-	X
Dining/ Menu	-	-	-	X	X	-	X	X	-	-
Events	-	-	X	X	X	X	X	X	-	X
Library / houses of books	-	X	-	X	X	-	X	X	-	X
Lectures	-	-	-	X	X	-	-	X	-	-

Source: Own processing, 2019.

4.3 Summary of the Analysis

The analysis of mobile applications of the best universities has brought interesting findings. By testing individual apps, we have gained insight into how each app behaves and what needs to be taken into consideration when creating a mobile app for your home university. Testing has brought a lot of data that can further serve the university to make decisions about its mobile application it uses. We assessed the criteria of functionality, design and other criteria in an objective way and the analysis was a relevant basis for further work. In the overall comparison section, the Harvard University mobile app was ranked first locally, which can become a target for many apps that are under educational institutions. The joint evaluation of functionalities reflects the most common features of mobile applications

- **Recommended structure and functionality:**

Based on an analysis of the mobile applications of the best universities, we learned what functionalities are most often found in the mobile applications of universities. By combining these features with the features already available, we can get the full potential of the app and give students the information they need at any time.

Conclusion

The aim of this paper is to define a suitable basis for creating a mobile application for a university based on theoretical knowledge and analysis of mobile applications of educational institutions. The theoretical investigation has shown that it is important for educational institutions to know their student and the target group of the educational institution as a whole. During the analysis of specific mobile applications of educational institutions, we found that mobile applications have a major role in student life, which is reinforced by the fact that the vast majority have a mobile phone. It is well known that students spend a considerable amount of time on their mobile devices. Since their attention is often directed to this digital world, it is essential to react. Because as an educational institution we direct marketing to the customer, we should also think of digital devices. A well-designed mobile application tool can definitely help the student as a customer of the educational institution. It is not only about saving time, since it should find all the important data, but also about better contact of the educational institution with the customer. The theoretical basis was focused on marketing of educational

institutions and mobile applications in marketing of educational institutions. Within the SoLoMo concept, we have defined the Mobile component necessary for further investigation. An important part is about the processes of creating mobile applications. Subsequently, we carefully approached the analysis of individual educational institutions, leading to conclusions that we could use in the design of the mobile application for the educational institution. In the Mobile App Analysis chapter, we used objective assessment criteria that we applied to the mobile app ranking of the top ten universities in the world. The conclusions drawn from this analysis are a valuable focus of this paper. Likewise, evaluating the best mobile application through this assessment that Harvard University dominates mobile applications and should also be said to be an inspiration in the development of mobile applications by educational institutions. The joint analysis subsequently showed which functionalities are most widespread in the mobile applications of universities. The conclusion of the paper is the carrier of reference for the current management of the university, because very little is needed and the present or future mobile application can fulfill much greater potential than it currently has.

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SCOTT, D.: *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, Newsjacking, and Viral Marketing to Reach Buyers Directly*, London : Birkbeck College, University of London, 2017.

Sociálne siete na Slovensku: Ktoré a koľko majú užívateľov?. [online]. [2019-06-12]. Available at: <<https://marketeris.sk/clanok/socialne-siete-na-slovensku-ktore-a-koľko-maju-uzivatelov>>.

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Contact data:

Mgr. Michal Kabát, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

michal.kabat@ucm.sk

Mgr. Michal Kubovics

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

kercak@gmail.com

BUYER PERSONAS: ITS USE AND LIMITATIONS IN ONLINE MARKETING

Martin Klepek

Abstract

Despite the growing popularity of buyer personas as a tool in marketing content creation, very little empirical research has been conducted in the area. The lack of precise methodology or empirical evidence on effectivity of such a method should raise concerns or at least encourage cautious use. Originally used in software development, the clear analogy has been made for use in marketing without proper critical evaluation. Current lack of research consensus about the use of buyer personas in marketing provide room for careless, abstract and conjectural blogs and “howtos” articles. These could potentially mislead the community of marketers and produce substandard campaign results or even worse false assumptions for product development. The aim of this study is to analyse online information sources for buyer persona in marketing communication context and provide coherent view of eventual limitations of a presented method. Content analysis was used to inspect qualitative and quantitative data from most popular webpages with buyer personas instructions. Results shows ultimate disconnection from the original use in software development, very little methodological guidance and lack of reasoning for the use of this possibly dispensable step in marketing content creation process.

Key words:

Buyer Personas. Content Analysis. Content Strategy. Marketing Communication. Online Marketing. Personas. Product Development. Social Media. Website Content.

Introduction

In today world where lifestyle gaps between marketers and real consumers rise, it is even more important than ever before to stay informed about behaviours, problems, habits, feelings and context of living of our customers. Thus, maintaining the customer insight about their needs for all marketing activities, in the long run, has growing importance. The method to bridge this expanding gap was for a decades marketing research. However, in recent year’s buyer persona gained popularity among marketing professionals. This fictional character, which could serve as a reference point for marketers when designing communication is method recommended as a synthesis of marketing research data. It is, however, unclear why the marketing research needs to be extended in the

form of fictional archetype? Why we suddenly need some extra step in understanding our customers? Moreover, what triggered its popularity if the marketing research, if done properly, has delivered vital insights for products and campaigns? This study will not address all of the questions but instead only a few possible problems of the method. First, it defines the term in the opening chapter. In the second part, it introduces method of a data collection and procedures of its analysis and finally yet importantly, the results and conclusions are discussed at the very end of the study.

1 Personas Origins and Definition

Persona origins are in marketing¹ but its extensive use was in software development and design. Even though the user testing methods are of high value, it usually incorporates user feedback on at least partially completed prototype. Therefore, the users come into the development process too often too late. Thus, design personas were introduced as a tool to foster ideation and empathy with different user groups². The use of the method for communicating user requirements and maintaining a consistent user focus in collaborative design efforts has become increasingly widespread and popular^{3,4}. Personas are fictional user archetypes based on user research. Through a process of analysis and refinement, the data from user interviews is distilled into one or multiple fictitious characters. Each character is developed in realistic detail, and how that character wants to interact with the design is described as task scenarios.⁵ Its intent was never to replace quantitative and qualitative

- 1 GRUDIN, J., PRUITT, J. S.: Personas, Participatory Design and Product Development: An Infrastructure for Engagement. In *Proceedings of the 2003 conference on Designing for user experiences*. San Francisco : ACM, 2002. p. 3. [online]. [2019-8-30]. Available at: <<https://dl.acm.org/citation.cfm?id=997089>>.
- 2 NIELSEN, L.: Design Personas – New Ways, New Contexts. In *Persona Studies*, 2008, Vol. 4, No. 2, p. 1.
- 3 LONG, F.: *Real or Imaginary: The Effectiveness of Using Personas In Product Design*. [online]. [2019-09-15]. Available at: <<https://www.frontend.com/thinking/using-personas-in-product-design/>>.
- 4 SALMINEN, J., BERNARD J. J., JISUN, A., HAEOON, K., A SOON-GYO, J.: Are Personas Done? Evaluating Their Usefulness in the Age of Digital Analytics. In *Persona Studies*. 2018, Vol. 4, No. 2, p. 50.
- 5 LONG, F.: *Real or Imaginary: The Effectiveness of Using Personas In Product Design*. [online]. [2019-09-15]. Available at: <<https://www.frontend.com/thinking/using-personas-in-product-design/>>.

usability methods⁶. It is considered as a complementary technique.⁷ However, the complementarity should never interfere with effectiveness and rigorousness at any point. Simply said, if the method is of any value also for marketing, this should be clearly explained and eventually also empirically tested.

Pruitt and Grudin articulated the advantage of the method that the information from marketing research, ethnographic studies, usability tests, or any other source that relates to target users represented by the personas can be conveyed rapidly to all project participants.⁸ On the other hand, Chapman and Milham described the purported flaws in considering personas as a scientific research method. They argued that there is no procedure to work reliably from given data to specific personas, and thus such a process is not subject to the scientific method of reproducible research⁹. The question is if the distilled research information in the form of persona as representative archetypes of the target segments brings value to creation process. Personas have extended from being a method for software development to being applied in various other contexts, including the development of products, marketing, communication strategy, and service design¹⁰. The overall popularity could be seen also

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- 6 PRUITT, J. S., GRUDIN, J.: Personas: Practice and Theory. In *Proceedings of the 2003 conference on Designing for user experiences*. San Francisco : ACM, 2002. p. 1. [online]. [2019-8-30]. Available at: <<https://dl.acm.org/citation.cfm?id=997089>>.
 - 7 RÖNKKÖ, K., HELLMAN, M., KILANDER, B., DITTRICH, Y.: Personas Is Not Applicable: Local Remedies Interpreted in a Wider Context. In *Proceedings of the Eighth Conference on Participatory Design Artful Integration: Interweaving Media, Materials and Practices - PDC 04*, Toronto : ACM Press, 2004. p. 1. [online]. [2019-8-30]. Available at: <<https://dl.acm.org/citation.cfm?id=1011884&dl=ACM&coll=DL>>.
 - 8 PRUITT, J. S., GRUDIN, J.: Personas: Practice and Theory. In *Proceedings of the 2003 conference on Designing for user experiences*. San Francisco : ACM, 2002. p. 3. [online]. [2019-8-30]. Available at: <<https://dl.acm.org/citation.cfm?id=997089>>.
 - 9 CHAPMAN, C. N., MILHAM, R. P.: The Personas' New Clothes: Methodological and Practical Arguments against a Popular Method. In *Proceedings of the Human Factors and Ergonomics Society Annual Meeting*. Santa monica : Human Factors and Ergonomics Society, 2006. p. 3. [online]. [2019-8-30]. Available at: <<https://cnchapman.files.wordpress.com/2007/03/chapman-milham-personas-hfes2006-0139-0330.pdf>>.
 - 10 NIELSEN, L.: Design Personas – New Ways, New Contexts. In *Persona Studies*, 2008, Vol. 4, No. 2, p. 1.

on search results on Google (see Chart 1). However, Grudin and Pruitt noted that marketing and product development have different needs that require different persona attributes, and sometimes different target audiences. Marketing is generally interested in buyer behaviour and customers; product development is interested in end-users¹¹.

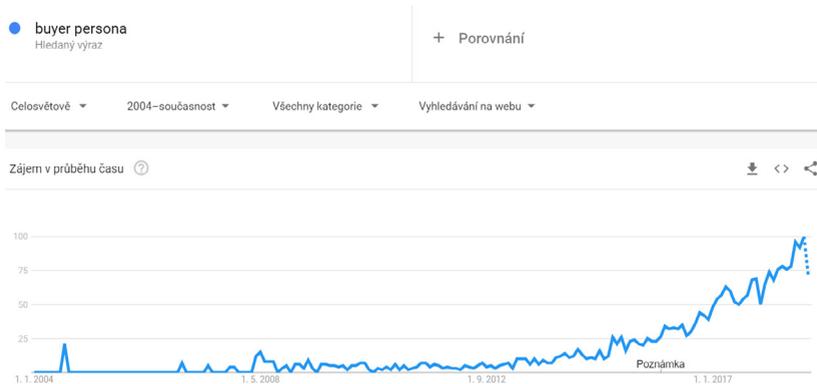


Chart 1: Google Trends results for “buyer persona” global search statistics from 2004

Source: *Google Trends*. [online]. [2019-08-30]. Available at: <<https://trends.google.com/trends/explore?date=all&q=buyer%20persona>>.

2 Methods and Sample

Content has never been easier to acquire. The mass diffusion of the Internet has ushered in a “golden age” of content acquisition¹². Thus content analysis was used to extract information from articles available for marketers on the internet. It enables the analysis of data to be structured and may be used in both qualitative and quantitative studies. It can be useful for discovering and gaining insights into users’ preferences and behaviours as well as into complex social and communicational

11 GRUDIN, J., PRUITT, J. S.: Personas, Participatory Design and Product Development: An Infrastructure for Engagement. In *Proceedings of the 2003 conference on Designing for user experiences*. San Francisco : ACM, 2002. p. 7. [online]. [2019-8-30]. Available at: <<https://dl.acm.org/citation.cfm?id=997089>>.

12 NEUENDORF, K. A.: *The content analysis guidebook*. 2nd edition. Los Angeles : SAGE, 2017, p. 212.

trends and patterns generated by users¹³. It may also be used to analyse textual material on corporate websites, social media websites and blog postings. In an organisational context, it can also be used in the analysis of a wide range of visual and audio sources including advertising posters, audio-visual corporate communications, digital recordings, promotional advertisements and recordings, and web images. In a broader context related to business and management it may be used to analyse other online material and government publications and reports.¹⁴ In this study, the content was qualitative and textual and was obtained from Czech websites with articles on how to use personas in marketing. The articles were selected based on the best search results. We believe more and more marketers and young professionals turn to Google as the main input of relevant information sources. The search engine was Google and the search was done on the virtual computer from anonymous regime. Thus, the cookies, location and browser history did not influence search by any personalisation of the results. As far as we are concerned only limited users visit second site of search results, therefore we used only articles from the first page. Finally, ten articles were downloaded on September 2019 in the form of a text to local hard-drive for further analysis.

It was then necessary to code information from the articles into the Excel spreadsheet to display differences and extract key findings of each article. The author himself coded the content. The first area of the interest was whether the article encourages readers to use personas for marketing communication efforts. This was a criterium for exclusion. For example, recommendations for usage of personas in mobile application or information system development have been the reason to exclude article from the analysis. Within the top 10 google search results there was only one paper excluded because of that and replaced with eleventh research result. Further, connection with original use in software development was observed. We looked for sources and links to personas in software design and also if proper analogy reasoning was articulated by the authors. Moreover, the reference to any empirical research on personas usefulness was reviewed. We wanted to know if there is relevant data beyond anecdotal evidence from own subjective practice

13 KIM, I., KULJIS, J.: Applying Content Analysis to Web-based Content. In *Journal of computing and information technology*, 2010, Vol. 18, No. 4, p. 370.

14 SAUNDERS, M. et al.: *Research Methods for Business Students*. 7th edition. New York : Pearson, 2016, p. 610.

of the authors. In the next section, we have focused on data and its role in persona creation. We checked if there is strict recommendation to build personas only based on the real data from marketing research or internal customer data. Further, how these data could be transformed into personas to reflect reality properly. Then the question was how these persona characteristics influence the marketing content creation. We were also interested in where is recommended to use persona, is it in TV campaign creation process, social media posting strategy, radio advertising, newsletter, etc. Last but not least the questions we asked when reviewing the articles was what benefits authors claims personas have. All review questions are shown in the following list:

- Is there a reference to the original use of personas in the domain of software development?
- Is there an analogy between the usage of personas in software development and marketing in general?
- Is there a reference to impact study or empirical data which would argue personas effectiveness?
- Does the article strictly recommend creating personas based on real data?
- Is it described how this real-world data should be reflected in the creation of a persona?
- Is there guidance of how particular personas descriptions will be reflected in communication creation?
- Is it stated for which types of communication messages / formats is it appropriate to use personas?
- What are the benefits of the process and how do they relate to communication?

3 Results and Discussion

The first two review questions are connected and the reference to the use of personas in the software development is a predisposition for the later: if there was the analogy between software development and marketing usage. Unfortunately, only one article slightly touched the history of a method and its use in software product development. Expectedly then, no article described analogy in which the method popular in product development can yield same results in marketing communication. As well the history of usage, the empirical evidence on the effectiveness of the method was also missing. This applies to both the studies from software design and product development. One author casually implied

its use in her client business without any further specification. Next, we were interested in recommendations regarding the source of data for personas. Only two articles from the ten analysed strictly recommended to use real data as an input for persona production. The rest admitted use of imagination and fantasy to complete the customer profile. One article claimed: "There are two approaches to creating personas: you can either fabricate them based on imagination or create them based on the available data." This finding is probably the most striking. The method, which should help marketers to understand customers better and have their needs and desires in mind for the whole time of a marketing project, is presented as a fanciful tool for fabricating customer profiles. Luckily, at least the two articles defending data usage warned readers of the consequences of fabrication.

In the exact half of the articles, we found elementary guidance of how the data about consumers should be implemented in the persona creation. However, none of the texts provided a detailed description of how to reflect different sizes of the target segments or its buying power potential. This lack of explanation could lead to extensive focus on personas or target audiences which are less relevant from the economical point of view. There was a description of how particular personas descriptions will be reflected in communication creation in only two cases. The first article mentioned the overall benefit of having notion of to whom you form copywriting material on the quality of the content. The second article described the process of tone-of-voice setting based on the persona data. Moreover, seven out of ten articles stated for which types of communication messages or formats is it appropriate to use personas. These mainly include a social network and web content, web design, online advertising, new product development, e-mailing, content marketing, copywriting, promotion and presentations. One article claimed the specific format selection is, in fact, the job of the personas as a method. It seems the personas are incredibly universal tool, which could be utilised in almost every aspect of marketer's work. Ultimately, what is the main benefit of the personas according to the authors? The variability in benefits is almost as high as with types of use. We provide exact transcripts of the claims so the readers of this paper could make their own judgement:

- "Tool which helps to plan a tailored marketing strategy which is its chance to succeed."
- "It is way how to segment the market."
- "It helps to uncover customer problems."

- “We will be able to imagine them well and quickly realize what their needs are and what they don’t care about. Accordingly, we will devise appropriate topics for content marketing and communication.”
- “It eliminates shortcomings of marketing plans in which we try to target everybody.”
- “It enables a marketer to put himself in the role of a customer and understand what is important to them.”
- “It provides easier work with texts, pictures, photos and videos.”
- “It helps to set marketing strategy correctly; how and where to communicate with the customer.”

Again, it seems like personas are a universal tool for various situations and contexts. Interestingly, not many authors insist on real data as an input for this all problem-solving technique. Table 1 summarises quantitatively results of content analysis.

Table 1: Quantitative results on review questions

	Yes	No
Is there a reference to the original use of personas in the domain of software development?	10%	90%
Is there an analogy between the usage of personas in software development and marketing in general?	0%	100%
Is there a reference to impact study or empirical data, which would argue personas effectiveness?	0%	100%
Does the article strictly recommend creating personas based on real data?	20%	80%
Is it described how this real-world data should be reflected in the creation of a persona?	50%	50%
Is there guidance of how particular personas descriptions will be reflected in communication creation?	20%	80%

Source: Own processing

Further, there were other interesting findings. More than half of the articles mentioned hypothesis as a vital tool in personas use. However, there was no description of the hypothesis development as we know it from marketing research or statistics literature. The hypothesis, according to the authors, emerges from nowhere and are verified somehow. The process of hypothesis verification was neglected completely in the analysed texts. In the worldwide web context, one would expect at least hyperlink to relevant sources so the reader can easily add knowledge.

Few of the articles tried to unravel the mystery of the optimal number of personas. The maximum was five personas in three articles and three personas in one case. The rest did not bother to analyse the optimum and left the reader with an infinite number of solutions. Strangely, even the articles with specific number had no clear logical explanation in all cases. Only two articles explained the need for reduction of the number to five due to the possibility to overwhelm the team with too much of a customer data. While this makes perfect sense, the explanation for how to make sure the number covers all the target segments was missing.

Conclusion

The aim of this study was to analyse online information sources for buyer persona in marketing communication context and provide a coherent view of the eventual limitations of a presented method. Content analysis shows very little connection with software product development use of personas. Analogy as a key element of transforming methods across disciplines was not applied in the texts we reviewed. The texts, which will most likely guide someone who searches internet interested in using personas in marketing communication. These include marketing students and inexperienced marketing workers who seek advice in explaining complex phenomenon as the target audience or segmentation is. In this case, the missing link to successful implementation of personas in product design could have negative effect on such person. Another limitation of the form in which personas are presented in online space is the lack of consensus on the role of real-world data in the persona creation process. First, many articles admit omitting data as a source of picturing segment representatives. Second, no article described how sizes of target audiences segments influence persona design. If one persona represents 80% of the potential buyers and another four personas represent 5% each, this will definitely influence prioritisation. Above all no article tried to estimate the time required to complete and use persona in comparison to use of market research report data only.

Last but not least, there is also a lack of agreement on where personas can be used and what potential benefits it brings. It almost looks like it is a panacea that will solve all the marketer problems. In this case, it is necessary to be sceptical and critically call for studies to confront this approach to empirical data. One can hardly believe the method solves issues in marketing strategy, segmentation and creativity at once. This

article does not aspire to assess personas effectiveness in marketing in general. In future research, experimental design dividing groups into control and experimental would be helpful to uncover the effectiveness in specific areas. One group of marketers would use them, one would not, and the results of campaigns, copywrite, advert or web design would be then compared. Personas ultimately bring benefits as expanding imagination in the creative process and ensuring coherent image of a customer throughout whole campaign planning process. However, it also brings number of limitations which should be investigated further.

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Contact data:

Ing. Martin Klepek, Ph.D.
Silesian University in Opava
School of Business Administration in Karviná
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
klepek@opf.slu.cz

SOCIAL MEDIA AS A SUSTAINABLE TOOL FOR LOCAL GOVERNMENT IN COMMUNICATION WITH ENGAGED PUBLIC

Martin Klepek – Radka Bauerová – Radka Kubalová

Abstract

Offline media such as posters, message boards, town hall newspaper or council meeting have been traditionally used to inform citizens about council strategies, decisions, announcements, acts, events or staff search. However, with the increased availability of internet connection and proliferation of social media accounts more sustainable and extensible way of communication emerges. While having web pages is the obligation by the law for cities, social media, although voluntary, offer new possibilities of two-way communication with residents. Unfortunately, not many academic researchers are devoted to explain the phenomenon and cover development in the domain. Thus, this longitudinal study provides general overview of the sustainability and development in utilisation of social network Facebook by local governments and administration. It also suggests improvements for better citizen engagement on Facebook based on post type strategy. Data mining process has been used to gather data from Facebook profiles of 126 municipalities in 2018 and 170 in 2019 in Moravian-Silesian region. While year on year comparison provide insights into development in the area, engagement analysis shows types of posts which are popular among municipalities Facebook fans. Results shows growing interest in Facebook among local governments as well as the citizens themselves. It also guides future posting strategies for municipality representatives.

Key words:

City Marketing. Engagement Rate. Facebook. Marketing Communication. Municipality Communication. Online Communication. Place Marketing. Public Sector. Social Media. Social Network.

Introduction

In the current world of modern technology and the dramatic expansion of internet access, public administration should not be left behind in communicating with connected entities. Public sector inspiration in the private sector can increase the efficiency of the process of managing local government units. Well thought-out and purposeful building of relationships with citizens through promotional marketing communications is now technically more sustainable than ever before. Internet and social media offer cities access to technology that enables

fast, long-distance information sharing. Compared to traditional media, social media can save not only time but also money. Last but not least, it is a way of communication that is not environmentally demanding compared to, for example, the printed newsletter. In our research, we decided to address the issue of using social networks by cities in two consecutive time periods.

1 Marketing Communication of a Municipality

Town, city, municipality or place marketing is the process of planning and designing a town to meet the needs of its customers, also called target segments¹. It is quite clear that the marketing of higher self-governing units such as region or governments will also have an impact on the attractiveness of the municipality, which is why it is impossible to grasp the topic of place marketing from a global perspective. It is influenced by different national and regional political systems in each country². Thus, we see different approaches across the nations, regions and micro regions. Municipalities, however, can communicate with the target segments relatively independently. While they have a legal obligation in several areas of communication, they also produce own communication mix. Publication and understandable information can improve communication and understanding of the people about what is the municipality and public administration doing³. This marketing communication mix ideally brings value in a sense of feeling informed for municipality residents. It also increases the attractiveness of the municipality externally, which then affects investors, visitors, media and

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- 1 GUO, G.Q., LIU, Y.P.: The new development of the research on city marketing. In *Contemporary Economy & Management*, 2006, Vol. 28, No. 2, p. 6.
 - 2 PETREA, R. et al.: Place Branding as Efficient Management Tool for Local Government. In *Transylvanian Review of Administrative Sciences*, 2013, Vol. 9, No. 1, p. 125.
 - 3 SVOBODOVA, L., DITTRICHOVA, J.: Use of Internet and Social Networks in the Czech Municipality Environment. In JEDLICKA, P., MARESOVA, P., SOUKAL, I. (eds.): *International Scientific Conference Hradec Economic Days 2017*. Hradec Kralove : University of Hradec Kralove, 2017, p. 875. [online]. [2019-08-17]. Available at: <https://uni.uhk.cz/hed/site/assets/files/1046/proceedings_2017_1.pdf>.

entrepreneurs.^{4,5} Marketing communication is a way for businesses to reach the customers and the wider public and it concerns the company's own employees, suppliers, customers and competitors⁶. Likewise, at the city level, the right use of communication tools is a way to increase the attractiveness. However, there are some differences in the perception of a citizen as a customer from the private sphere. The main difference is in the fulfilment of economic objectives, which prevails in the private sector and in the exercise of the public interest, which in turn is predominantly for the self-government⁷. There is an indisputable public interest in efficient communication flow from a municipality to its citizens. This particular piece of communication mix is also very well-known and popular among the people⁸. Moreover, as the penetration of social media increase, these communication channels are a reasonable choice. Compared to traditional city council owned media such as posters, message boards, events, town hall newspapers or council meetings, social media provides rich content which could be also audio-visual. It is an interactive medium which enables actors to share, like and comment on the content. The so-called engagement represents the ability to interact

- 4 GILES, E. L., BOSWORTH, G., WILLET, J.: The role of local perception in the marketing of rural areas. In *Journal of Destination Marketing & Management*, 2013, Vol. 2, No. 1, p. 4.
- 5 MAZUREKOVÁ, M.: Zvyšovanie konkurencieschopnosti regiónu na základe uplatňovania inovatívnych prístupov k marketingu – Branding Niagara region. In KLÍMOVÁ, V., ŽÍTEK, V. (eds.): *16th International Colloquium on Regional Sciences*. Brno : Masaryk University, 2013, p. 389. [online]. [2019-08-22]. Available at: <https://www.econ.muni.cz/do/econ/soubory/katedry/kres/4884317/41725568/49_2013.pdf>.
- 6 MARCEKOVA, R., MALACHOVSKY, A.: New Trends in Marketing Communication and Their Use in Tourism Enterprises in Slovakia as a Factor of Regional Development. In KLÍMOVÁ, V., ŽÍTEK, V. (eds.): *18th International Colloquium on Regional Sciences*. Brno : Masaryk University, 2015, p. 714. [online]. [2019-09-04]. Available at: <<https://is.muni.cz/do/econ/soubory/katedry/kres/4884317/Sbornik2015.pdf>>.
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- 8 MUSOVÁ, Z., POLIAČIKOVÁ, E.: Consumers' perception of digital marketing tools. In ČÁBYOVÁ, L., RYBANSKÝ, R., BEZÁKOVÁ, Z. (eds.): *Marketing Identity: Digital Mirrors – part I*. Trnava : FMK UCM in Trnava, 2018, p. 436. [online]. [2019-08-20]. Available at: <<https://fmk.sk/download/Marketing-Identity-Digital-Mirrors-I.pdf>>

with the content and therefore render valuable and instant feedback for the author, in this case the city representatives. The speed with which the information is able to spread is also incomparable with traditional media channels. Moreover, these are highly accessible since the increased availability of Internet connection for the majority of the society in the developed countries. Last but not least, messages shared through social media provide an opportunity to limit environmental impact in the form of an unnecessary printed material.

1.1 Social Media in Municipality Communication

Social media allows for mutual interaction between companies and customers, more active communication, and thus even more detailed knowledge of the customer⁹. Its use in the public sector has to be understood as part of a larger, ongoing paradigm shift towards greater citizen empowerment and participation through the government transparency, accountability, and open collaboration¹⁰. Positive finding has been constantly increasing perception number of social network users in the world, candidness and willingness to cooperate on various forms of mutual communication with the aid of social media¹¹. Social media offer the possibility of changing the relationship between public administrations and citizens from a mono or bidirectional exchange of information into a many-to-many communication process, by which a person can reach millions of people in few seconds through the web¹². One category of social media are social networks. As Kaplan and Haenlein

9 KANTOROVÁ, K., SEVEROVÁ, A.: The Particularities and Limitations of Social Media Utilization in B2B Relationships. In PETRANOVÁ, D., RYBANSKÝ, R., MENDELOVÁ, D. (eds.): *Marketing Identity: Online rules – part I*. Trnava : FMK UCM in Trnava, 2017, p. 115. [online]. [2019-08-20]. Available at: <<https://fmk.sk/download/konferencie/online-rules-I.pdf>>.

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12 AGOSTINO, D.: Using social media to engage citizens: A study of Italian municipalities. In *Public Relations Review*, 2013, Vol. 39, No. 3, p. 232.

states, the terms are not interchangeable, networks are one type of social media among others such as blogs, virtual worlds, collaborative projects or content communities¹³. Boyd web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system¹⁴.

This paper focused on marketing communication of the Czech municipalities via Facebook. Research on social network usage in public sector in Czech and Slovak Republic has been growing recently. Researchers for example analysed the use of social networks at the level of ministries and regions in the Czech Republic¹⁵. Another research concluded that Slovak municipalities use Facebook mainly for ex-ante informing and for asking citizens to vote in various competitions that can help the local government to gain funding for public services¹⁶. Svobodová and Dittrichová confirmed that social media applications are used more in the Czech cities than in small municipalities^{17,18}. Bonsón et al. figured

13 KAPLAN, A. M., HAENLEIN, M.: Users of the world, unite! The challenges and opportunities of Social Media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 62.

14 BOYD, D. M., ELLISON, N. B.: Social Network Sites: Definition, History, and Scholarship. In *Journal of Computer-Mediated Communication*, 2007, Vol. 13, No. 1, p. 211.

15 MANDYS, J., ŠKOLUDOVÁ, J.: Sociální sítě a jejich využití ve veřejné správě. In KLÍMOVÁ, V., ŽÍTEK, V. (eds.): *15th International Colloquium on Regional Sciences*. Brno : Masaryk University, 2012, p. 615-624. [online]. [2019-09-04]. Available at: <<https://www.econ.muni.cz/do/econ/soubory/katedry/kres/4884317/Sbornik2012.pdf>>.

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17 SVOBODOVA, L., DITTRICHOVA, J.: Utilization of Social Media in Municipalities in the Czech Republic. In KLÍMOVÁ, V., ŽÍTEK, V. (eds.): *19th International Colloquium on Regional Sciences*. Brno : Masaryk University, 2016, p. 828. [online]. [2019-09-02]. Available at: <<https://is.muni.cz/do/econ/soubory/katedry/kres/4884317/Sbornik2016.pdf>>.

18 SVOBODOVA, L., DITTRICHOVA, J.: Use of Internet and Social Networks in the Czech Municipality Environment. In JEDLICKA, P., MARESOVA, P., SOUKAL, I. (eds.): *International Scientific Conference Hradec Economic Days 2017*. Hradec Kralove : University of Hradec Kralove, 2017, p. 875. [online]. [2019-08-17]. Available at: <https://uni.uhk.cz/hed/site/assets/files/1046/proceedings_2017_1.pdf>.

out that most local governments in the EU are using the social media tools to enhance transparency but, in general, the concept of corporate dialogue to promote e-participation are still in their infancy at the local level. Approximately half of the local governments analysed in their study do not have any form of active presence in any of the social networks, which indicates that, at most, they are mere passive onlookers¹⁹. Based on previous studies we formulated two research questions for our study. First, what is a current development in utilisation of social network Facebook for purposes of communication by municipalities in Moravian-Silesian region? Second, which type of published content is driving most engagement on social networks with regard to engagements of public?

2 Methods and Sample

To answer both of our research questions, we adopted data mining technique for obtaining secondary data from Facebook profiles of municipalities in Moravian-Silesian region. We used free web-based tool (<http://fbalyzer.wisdomtech.sk/>) to collect data and then these data were processed with Microsoft Excel. Time of data collection was in September 2018 and year later in September 2019. Thus, our research bears aspects of longitudinal study which allows comparison in two time periods. It enabled us to see year on year change in both the number of Facebook fans and the number of municipalities with active Facebook accounts. Population for this research consists of 300 municipalities. Therefore, we have decided not to use any sampling technique and collect data for the whole population. Consequently, the study has no sampling error.

3 Results

This section contains the results of a continuous study, divided into three subsections. First, attention is paid to the overall comparison and development of the number of fans on the municipalities' website. The following section discusses the relationship between the type of post, its frequency, the number of fans and the engagement rate achieved.

19 BONSÓN, E. et al.: Local e-government 2.0: Social media and corporate transparency in municipalities. In *Government Information Quarterly*, 2012, Vol. 29, No. 2, p. 130.

These relationships are examined by correlation, also from a continuous perspective. In this part, there are presented the recommendations for the management of the municipal communication on social networks. The last part focused on the comparison of the averaged variables. The perspective of how the achieved averages and their change can affect the engagement rate together with correlation results is examined.

3.1 Descriptive Comparison and Development

Out of total 300 municipalities observed in both time periods, 126 of them (42 %) are reported to have a Facebook page in 2018 while in 2019, the number of municipalities active on this type of social media rose to 170 (56.67 %). This is shown in Table 1 as well as the development of the number of fans of municipalities' Facebook pages.

Table 1: Comparison of the number of fans between years 2018 and 2019

Variables	Year		Annual change (%)
	2018	2019	
Number of municipalities with an existing Facebook page	126	170	-
Share of municipalities with an existing Facebook page (%)	42.00	56.67	+ 14.67
Total number of fans	140 808	177 249	+ 25.88
Average number of fans per page	1 108,724	1 042,641	- 5.96
Share of total fans to the number of total residents (%)	14.27	17.28	+ 3.01
Average share of fans to the number of residents per website (%)	37.63	38.84	+ 1.21

Source: Own processing

If we observe the change in the number of fans, it can be stated that with the 14.67% growth in the number of municipalities using Facebook the total number of fans has grown by 25.88 %. The share of total fans to the number of total residents of said municipalities has risen by 3.01 %, yet so far, the number of fans still makes less than 20 % of total residents. However, on average a municipality' share of fans to the residents is nearing 40 %. The average number of fans per municipality has dropped in 2019 by 5.96 %. This might be caused by the municipalities, which have newly joined this type of communication and possibly have not yet attracted enough of fans. The situation is different if we take into

consideration only the municipalities, which were active on Facebook already in 2018 and examine how the numbers of fans had developed for them in 2019. That is displayed in the following Table 2.

Table 2: Comparison of the number of fans of municipalities' Facebook websites already existing in 2018

Variables	Year		Annual change (%)
	2018	2019	
Average number of fans per website	1 108,724	1 347,659	+ 21.55
Total share of fans to the number of total residents (%)	14.27	16.75	+ 2.48
Average share of fans to the number of residents per website (%)	37.63	43.74	+ 6.10

Source: Own processing

Excluding the municipalities with newly created Facebook pages in 2019, it is possible to observe there is a rapid growth between the years in the number of fans for the existing Facebook pages, which reaches 21.55 %. In addition, 6.10% growth of the average share of fans to the number of municipalities' residents is more significant in this case compared to 1.21% growth in case of all municipalities' websites. This shows that the already existing websites are not stagnant and still keep attracting the interest of citizens and new fans. In the next section, the paper is further focusing on the relationship between the number of fans, type of post, its frequency and the engagement rate achieved.

3.2 The Type of Post, Its Frequency and Number of Fans Versus the Achieved Engagement Rate

The research also focused on variables that could be used to calculate the engagement rate for each municipality. Based on the obtained data it was possible to examine the relationships between engagement rate and frequency of posts per day, people talking about page, post type ratio and a number of fans. The correlation between the engagement rate and the individual variables is shown in Table 3. As this is continuous research, the results for 2018 and 2019 are obtained. This fact also reveals a possible change in the correlations found on an annual basis.

Table 3: The correlation between engagement rate and variables examined

Variables	Correlation		Annual change
	2018	2019	
Frequency of posts per day	0.091	-0.008	-
Number of fans	0.030	-0.041	+
People talking about page	0.533	0.177	-
Photo	0.069	0.197	+
Text	0.028	0.190	+
Link	-0.041	-0.107	+
Video	-0.098	-0.051	-

Source: Own processing

Most of the relationships examined achieved very low correlation. This means that the engagement rate is weakly influenced by these variables. In 2018, there was a moderate relationship between people talking about page and engagement rate. However, the results from 2019 show a negative change and this relationship is weaker. It is important to note that in 2019 the number of variables with a negative correlation increased. So based on results, it can be argued that the frequency of posts per day, link, video and number of fans influence engagement rate negatively. The higher values of these variables caused a smaller engagement rate. On the basis of the results, it can be stated, that it is advisable for municipalities to use photo and text as type of their posts. These types of posts have a positive correlation to engagement rate and this annual change in correlation increases.

3.3 The Comparison of the Averaged Variables from Continuous Research

The averages of the individual variables were calculated from the overall data to generalize the results of all the municipalities examined. The results show a high engagement rate and a low frequency of posts per day. Although the changes in the average values are evident in the time surveyed, it can be generally stated that the municipalities produce the most posts that contain a photo or link. Table 4 shows the averages of all variables examined. When comparing the averages of observed or calculated values of individual variables, a negative development was found in most of them. While an increase in the number of fans by an average of almost more than 236 Facebook users suggests an increase in

interest in each municipality' page, an increase in the frequency of posts per day by an average of 0.208 indicates a greater effort of municipalities to communicate with their citizens via social media.

Table 4: Average of the values of the individual variables examined in municipalities

Variables	Average of all municipalities examined	
	2018	2019
Engagement (%)	12,229	11,975
Frequency of posts per day	0,443	0,650
Number of fans	1 111,405	1 347,659
People talking about page	136,595	115,732
Photo (%)	59,986	55,540
Text (%)	12,825	11,628
Link (%)	19,823	15,904
Video (%)	5,586	4,707

Source: Own processing

This development is in line with the general recommendation that as the number of fans increases, the frequency of contributions should also increase. Nevertheless, the engagement rate decreased in the time surveyed. The following figure shows that along with the decrease in engagement rate, the average number of "people talking about page" decreased by an average of more than 20. As found by correlation, this variable, along with the type of photo post and text post related to engagement rate most of the variables examined. Therefore, the average reduction in these three variables seems to be among the factors of the lower engagement rate and municipalities should try to influence the content of their posts and the type of post (photo, text) to increase engagement as much as possible. This is in accordance with previous research which shown images are an important element of the posting strategy and significantly increase Facebook post popularity²⁰. The result was certainly a change in the case of a decrease in the average usage of the link and video posts, which should have a positive effect on the engagement rate. However, due to the very low correlation and very low use of these types of posts, this change is very small to negligible.

20 SABATE, F. et al.: Factors influencing popularity of branded content in Facebook fan pages. In *European Management Journal*, 2014, Vol. 32, No. 6, p. 1009.

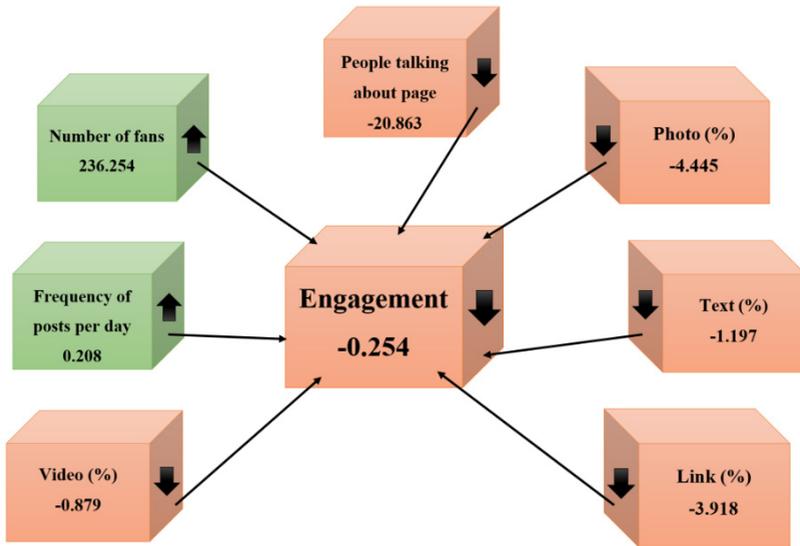


Figure 1: Annual change of the average in the case of the variables examined (from 2018 to 2019)

Source: Own processing

Although the engagement rate decreased by 0.254 from 2018 to 2019, it still reaches very high value. The value of 11.975 in 2019 is very high, compared to the private sector. This is probably due to the different goals of Facebook users when viewing, liking, sharing and commenting on Facebook pages of municipalities (public sector) and companies (private sector).

Conclusion

It can be stated that the number of municipalities using Facebook page rose between the observed years 2018 - 2019 as well as the total number of fans. Although the average number of fans per page decreased in total, there was still noted a growth in this variable solely for those municipalities which were using Facebook already in 2018. According to this, as well as the fact that the share of fans to the total residents is still lower than 20 %, we can observe there is still potential for future growth in using this type of media as a part of municipalities' communication strategy. Further in our research, we confirmed a positive correlation between acquired engagement, type of post (photo, text) and "people

talking about page". Although the number of fans and the frequency of posts per day increased in the period examined, we found that these two variables were negative. Thus, while it might seem that this increase will contribute to the increase in engagement, on the contrary, it leads to decreases. To increase engagement, we suggest focusing more on the post content and post type based on the results obtained. The more interesting content using photo or text, the higher the possibility to increase the number of "people talking about page", which positively influences the increase in engagement in the researched area (municipalities).

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Contact data:

Ing. Martin Klepek, Ph.D.
Silesian University in Opava
School of Business Administration in Karvina
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
klepek@opf.slu.cz

Ing. Radka Bauerová
Silesian University in Opava
School of Business Administration in Karvina
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
bauerova@opf.slu.cz

Ing. Radka Kubalová
Silesian University in Opava
School of Business Administration in Karvina
Univerzitní náměstí 1934/3
733 40 Karviná
CZECH REPUBLIC
kubalova@opf.slu.cz

THE IMPORTANCE OF INFLUENCERS IN ONLINE MARKETING

Martina Minárová – Filip Smutný – Petra Gundová

Abstract

Currently social media, blogs, vlogs and influencer marketing have incredible potential as persuasion tools and their persuasive function is of great importance as they have a great influence over public opinion. The companies have been encouraged to turn their attention from traditional marketing tools to new marketing tools. Influencer marketing is a form of marketing in which focus is placed on influential people rather than the target market as a whole. It identifies the individuals that have influence over potential buyers and orients marketing activities around these influencers. Another positive aspect of influencer marketing are also social campaigns which influencers start to actively involve in. The aim of this contribution is to present the results of primary research focused on knowing if currently influencers are important in marketing. For the purpose of gaining data we used the method of questioning via the tool of a questionnaire and an interview.

Key words:

Influencer. Influencer Marketing. Marketing. Online Marketing. Social Media.

Introduction

The globalization of trends is due to the expansion of global communication, which allows the rapid dissemination of information and the openness of individual countries and markets to these trends¹. Over the last few years several new global trends have appeared. One of them is the increasing importance and use of social networks, also known as “public megaphones.” Just a few decades ago, all enterprises checked most of the information that customers received about their products and services. Nowadays, social networks, blogs and even influencers have spread all around the world what caused shifting power and credibility from businesses to individuals. Currently, the product of the company must be first-rate than ever before, since features of the product can be mentioned by the influencers in their contributions or presented on

1 MUSOVÁ, Z., MINÁROVÁ, M., POLIAČIKOVÁ, E.: Consumer Behavior and Internet. In PETRANOVÁ, D., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity 2018. Digital Mirrors – part II*. Trnava : FMK UCM in Trnava, 2018, p. 173-182.

social networks. Enterprises need to realize that influencers, blogs and vlogs are now becoming a global tool to reach the entire world². The great development of influencer marketing is mainly related to the expansion of social networks, as they create their own content³. Nowadays, enterprises use at first sight less obvious but still effective forms to get customers and advertise their products (in some cases we can talk about tools that are even more efficient). One of them became influencer marketing. It is necessary to mention that influencer marketing is primarily a matter of branding, so building of brand awareness. It is important (both for the company and even for the influencers) that influencer promotes a brand whose positioning suits him or her and he or she uses it in everyday life. In today's business environment, human capital can be considered as one of the most important. Ideas, innovation, talent, creativity, originality or the personality of an individual itself are an irreplaceable part of this type of marketing. It is not a classic style of marketing, mostly because it is about people's abilities and responses. It is even about the ability of an individual to become a brand, diverse opinions and values of individuals and mostly about the power of personality. Exactly these are reasons why we have decided to deal with this issue in our contribution.

1 Literature Review

Blogs, social networks, websites and other modern communication tools have become part of the everyday lives of consumers and also of individual enterprises. This fact can be seen in the increasing popularity of influencer marketing. Influencer marketing is a form of internet marketing. Internet marketing is also known as E-Marketing, Web Marketing, Digital Marketing or Online Marketing^{4,5}. It is the process

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- 2 CHAN, K. W., MAUBORGNE, R.: *Strategie modrého oceánu (umění vytvořit si svrchovaný tržní prostor a vyřadit tak konkurenty ze hry)*. Prague : Management Press, 2015, p. 283.
 - 3 MUSOVÁ, Z., POLIÁČIKOVÁ, E.: Consumers' Perception of Digital Marketing Tools. In RYBANSKÝ, R., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity 2018. Digital Mirrors – part I*. Trnava : FMK UCM in Trnava, 2018, p. 431-439.
 - 4 HORVÁTH, J., OLEÁROVÁ, M.: Analytical view of the consumer behaviour of Slovak customers in the online environment. In RYBANSKÝ, R., ČÁBYOVÁ, L., BEZÁKOVÁ, Z. (eds.): *Marketing Identity 2018. Digital Mirrors – part I*. Trnava : FMK UCM in Trnava, 2018, p. 333-339.
 - 5 BŘEZINOVÁ, M.: Vliv komunitních sítí na postoj respondentů k mobile marketingu. In *Litera Scripta*, 2011, Vol. 4, No. 1, p. 82-87.

of product or service marketing on the Internet⁶ and it uses a range of technologies to help connect enterprises with their consumers⁷. Influencer marketing focuses primarily on individuals who have got some potential to influence the behavior of bigger target group. The influencer may represent a symbol of significant reference. Influencers are often well-known to the public and they can mean inspiration, authority or leaders for a part of society. They can be artists, scientists, writers, sportsmen, fashion people or just well-known personalities. It is everyone who can significantly influence customer behavior. Influencers can be divided into several groups according to their size, but it is necessary to mention that the following dividing cannot be completely generalized:

- Nano-influencer - up to 10,000 followers, who are mainly from friends and their friends,
- Micro-influencer - over 10,000 followers, close relations with audience, high authenticity,
- Macro-influencer - over 100,000 followers, diverse audiences and high reach,
- Mega-influencer - over 1 million followers, giant reach with little interaction⁸.

Kreativ Gang⁹ states that this style of marketing is not literally new. Many companies have been building on this marketing for several years. It is mostly because customers spend a lot of time on social networks, watching people who are close to them for some reasons. Customers watch what they do, where they go, what they eat and try to find trends that customers might follow. Many of them have a large viewership on some platforms, most common Youtube, Instagram, Facebook or Snapchat. The results of the studies indicate that 84% of marketing plans will focus right on influencers in the next 12 months¹⁰. Enterprises often choose long-term collaboration with influencers, as it is more

6 ŠTEFKO, R. et al.: An Analysis of Perceived Topicality of Website Content Influence in Terms of Reputation Management. In *Polish Journal of Management Studies*, 2015, Vol. 12, No. 1, p. 178-184.

7 DORČÁK, P.: *E-Marketing*. Prešov : EZO, 2012, p. 48.

8 SOUKUP, M.: *Proč investovat čas a peníze do influencerů*. [online]. [2019-07-11]. Available at: <<http://marketup.cz/cs/blog/business-snidane-7-proc-investovat-cas-a-penize-do-influenceru>>.

9 *Influenceri = efektívny marketing?* [online]. [2019-07-11]. Available at: <<http://kreativgang.sk/influenceri-efektivny-marketing/>>.

10 *Kto je influencer? Návod pre firmy, ako si vybrať na business toho najlepšieho*. [online]. [2019-07-11]. Available at: <<https://www.forbes.sk/influencer-navod-firmy-vybrat-biznis-toho-najlepsieho/#>>.

price-attractive for the client and more trustworthy for customers compared to the traditional marketing tool^{11, 12, 13}. In the case of long-term cooperation, we can talk about influencers like about brand ambassadors. In this case, it is important for influencer to like the product so much that he or she even uses it. For example, well-known football player Cristiano Ronaldo uses Nike boots. Many children and men want to be as good player as he is and buy the products he uses. That is why Nike signed a \$ 1 billion lifetime contract with him¹⁴.

Some of the main reasons companies work with influencers include trust of customers to influencers and their will to follow them. They also guarantee a quality and trust, deliver measurable results, they do not look at first sight as advertising, and they even set a trend. This fact creates space for enterprises as well. Global-minded businesses try to show their customers they are socially responsible. Also that their business strategy includes the principles of a circular economy, where the priority is to save using limited natural resources. To make more young people aware of this field of education, influencers, who are known for their ecological minds, are appropriate tool for reaching the younger generation for enterprises (# Dobrožrúti, # Tina Nasté, # ZeroWaste Slovakia, # Rogue Minimal and others). The greatest power of influencers is that many people can consider them as friends through social networks. They get to know their lives, get closer to them and actually know everything about them. People have got a chance to communicate with them, leave a comment on their photos, express their opinion and they can also get a feedback from them, what is not happening, for example with television program. We can talk about youtuber, instagramer or blogger. The important thing is the influencer can stand out of the crowd through his creativity. Because of all mentioned we can conclude that influencers have valuable knowledge. They keep in touch with their followers daily so they exactly know how to reach them. They can introduce the brand through themselves and become trusted brand

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- 11 HOFFMAN, D., FODOR, M.: Can you measure the ROI of your social media marketing? In *Sloan Management Review*, 2010, Vol. 52, No. 1, p. 42-48.
 - 12 KALAMPOKIS, E. E. et al.: Understanding the predictive power of social media. In *Internet Research*, 2013, Vol. 23, No. 1, p. 545-558.
 - 13 SCHOEN, H. et al.: The power of prediction with social media. In *Internet Research*, 2013, Vol. 23, No. 1, p. 529-542.
 - 14 KUNA, F. et al.: *Obsah, ktorý ľudia milujú. Príručka o natívnej reklame a obsahovom marketingu*. [online]. [2019-07-11]. Available at: <https://prirucka.iabslovakia.sk/wp-content/uploads/2018/06/prirucka_nativnej_reklamy.pdf>.

ambassadors. Influencer is followed when people like what he or she does¹⁵. According to Forbes¹⁶ magazine, the marketing of the company in the form of influencers gets a great support. They should be a competitive advantage, but also bring expertise and experience. Their impact is measured by the greatness of the response it calls out. The response must be measurable and must add value to the brand. Influencers have got a chance to express themselves, to inspire, to support or to take a side in society-wide debates, what can help to healthy debate important in every field.

2 Methodology

The main aim of our contribution is to present the results of a questionnaire survey. Survey was focused on finding out the importance of influencers in marketing from several points of view. We have divided the main objective into two sub-objectives.

- Sub-objective 1: To identify the impact of influencers on consumers without age or other restrictions.
- Sub-objective 2: To point out the importance of collaboration between an enterprise and an influencer in the time of social medias.

In the contribution we used the questioning method in the forms of a questionnaire survey and structured interview with a representative of the Slovak company Kvetý.sk. In the questionnaire survey, we focused on a wide spectrum of respondents without age or other limitations with aim to get a public opinion at all. The questionnaire survey was conducted from 05.03.2018 to 18.03.2018 by the online platform survio.com. The questionnaire survey was distributed via social networks as well as to respondents individually. Because of this fact, it was not possible to determine the total return of the questionnaire survey, because we do not know how many respondents received it. The questionnaire survey consisted of 4 identification questions and 22 questions related to our reviewed issue. Next information that will be presented in contribution was obtained thanks to company Kvetý.sk by using structured interview. From the questionnaire survey, we get answers from 136 respondents who filled the questionnaire correctly.

15 SZABÓ, J. C.: *Čo robí influencer cenným?* [online]. [2019-07-11]. Available at: <<https://blog.etrend.sk/csilla-juhasz-szabo/co-robi-influencera-cennym>>.

16 *Kto je influencer? Návod pre firmy, ako si vybrať na business toho najlepšieho.* [online]. [2019-07-11]. Available at: <<https://www.forbes.sk/influencer-navod-firmy-vybrat-biznis-toho-najlepsieho/#>>.

3 Results and Discussion

The first part of the questionnaire survey was focused on identification questions, through which we collected factual data of the sample. It was gender, age, education and residence (city/village). All identification data of the analyzed sample are presented in the following table in absolute and relative terms.

Table 1: Sample demographics

	Count	Share (%)
Gender		
Woman	90	66 %
Man	46	34 %
Age		
Less than 18 years	26	19 %
18-25 years	97	71 %
26-35 years	8	6 %
36-50 years	0	0 %
51 years and over	5	4 %
Highest education attained		
secondary education without leaving exam	24	18 %
secondary education with leaving exam	34	25 %
Bachelor's degree	61	45 %
Master's degree	10	7 %
Doctor's degree	7	5 %
Residency		
City	80	59 %
Village	56	41 %

Source: Own processing

Based on the data in the table above, we can state that the analyzed sample of the respondents consisted mainly of people aged 18 to 25 (97 respondents) with bachelor's degree education (61 respondents). This is mainly because to the fact that the questionnaire survey was distributed especially through the social network Facebook, which is attended mostly by young people. The second part of the questionnaire focused on awareness and power of influence of influencers on the analyzed sample of respondents. In this part of the questionnaire, we provided a brief definition of influencers: "Influencers are people who are mainly active on social networks and are able to attract a huge number of individuals, also influence their opinions and behaviors, or be role model and inspiration. As a result of mentioned statement, their activities have become part of marketing. Companies offer them collaboration, because influencers can easily present and market their products. At the same time, they can influence the consumer behavior, of course just those individuals who have a positive relationship with influencers. Based on the given definition, we found out that 69% of respondents fully or partially answered they know who influencers are. Remaining respondents would not know without a definition. Subsequently, a filtering question showed that 68% of respondents follow influencers (25% regularly and 43% not regularly) and the remaining 32% did not follow them. Respondents who gave a negative answer to the question about following influencers were redirected to the final part of the questionnaire, where they could state the reasons why they did not follow them. Based on the reasons we found out, the main reason is no interest in the opinions and views to the masses. We can even deduce that influencers have no direct influence on this group of people. This group of respondents also stated that they did not have enough time to watch it, or they considered it worthless. They also stated that they made every decision based on their own beliefs and no one had any influence on them. They often see this term is negatively associated with paid advertising, manipulation or the negativity of social networks. Labeling advertising with influencers is currently a discussed topic. Research by the Faculty of Social Affairs at Charles University in Prague ¹⁷ showed that only one in nine (11%) children aged 9 to 15 would be able to identify covert advertising on the Internet. Influencers should clearly label sponsored content and should not use the #ad

17 HEJLOVÁ, D.: *Skrytou reklamu na internetu pozná jen jedno dítě z deseti, zjistili výzkumníci z Univerzity Karlovy*. [online]. [2019-07-10]. Available at: <<https://fsv.cuni.cz/skrytou-reklamu-na-internetu-pozna-jen-jedno-dite-z-deseti-zjistili-vyzkumnici-z-univerzity-karlovy>>.

tag that is often misunderstood by followers. They should use tags as #cooperation or #paidcooperation to identify paid collaboration. The co-founder of the Czech agency Ellite BBloggers Teraza Salte says that tagging of advertising or cooperation is fair to all sides (influencer, followers, but also the enterprise itself), while making greater transparency on social networks ¹⁸.

In the questionnaire survey, we focused primarily on 68% of respondents (92 respondents) who follow influencers, with the highest number of respondents (56%) following 2 to 5 influencers. 18% respondents follow only 1 influencer, 9% respondents following from 6 up to 10 influencers. Interesting fact is 17% of respondents stated they follow more than 10 influencers. Subsequently we asked which influencers respondents specifically follow. The answers included foreign but mainly Slovak youtubers (Zrebný & Frlajs, Sajfa, Gogo, Moma or Exploited), musicians (Majk Spirit), many singers from abroad or sportsmen and sportswomen (Peter Sagan, Dominika Cibulková, Cristiano Ronaldo). Respondents stated also well-known faces from the television screen, many social network personalities from abroad, travelers (Janka Travelhecker) or political personality Andrej Kiska and others. The answers showed that respondents most often (33.9%) check influencer's contributions several times a week, using the most common platforms instagram, youtube and facebook or blog. Twitter and snapchat are not very popular among respondents.

18 TAUCHENOVÁ, K.: *České firmy stále nechápou, že označování placené spolupráce s influencery je i pro jejich dobro* [online]. [2019-07-10]. Available at: <https://www.focus-age.cz/m-journal/praxe/ceske-firmy-stale-nechapou--ze-oznacovani-placene-spoluprace-s-influencery-je-i-pro-jejich-dobro_s284x14137.html>.

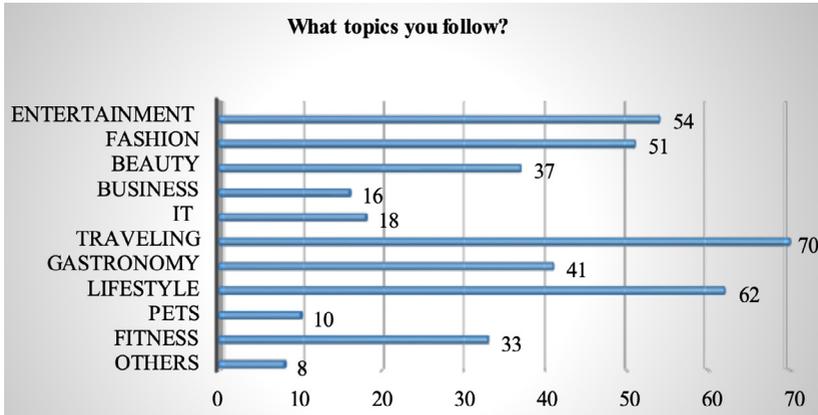


Chart 1: Followed topics

Source: Own processing

Then we wanted to find out the main reasons or motives for following influencers. The largest share of responses (75%) showed the reason is to get inspiration, also it is fun or relax and the smallest amount of responses was the chance to get an information about the product. On the one hand, we can see that in the analyzed sample people do not follow influencers primarily to learn information about products. On the other hand, they can be inspired to buy products. Chart 1 above shows what topics respondents are following. The results are given as a percentage with more options being given to the question. From the chart, we can see that respondents in the sample are watching especially travel, lifestyle or entertainment topics. 2019 year was predicted to be a year of bigger appearance of enterprises on the instagram. Also more of instagram profiles will start to help live more friendly to environment. In sub-questions about lifestyle, we wondered if analyzed respondents watch even social and ecological-oriented campaigns. From all of respondents following lifestyle (62%), 23 prefer social campaigns. Most of them mentioned sustainable fashion, minimalist outfits (11 respondents). Seven of them mentioned even how to live sustainably and environmentally responsible. These respondents follow the influencer Natália Pažická. Only 15 respondents follow the themes of living without waste and garbage. The most frequent reason for non-following this field of lifestyle was the lack of campaigns and lack of awareness (19%). In terms of environmental trends, we evaluate these results negatively. We can state there are substantial reserves in the education of this area in the case of enterprises even the state and even young influencers.

We were also interested in opinions about the influencer’s personality. 42% of respondents do not think that anyone who wants to become an influencer, it can even be. On the other side, 50% see this question exactly in the opposite way. The rest of the respondents (8%) were not able to answer this question. Among the factors that respondents consider key to the success of an influencer, it is possible to include his or her personality and charisma (92%) as well as communication skills (88%). Appearance, knowledge and then happiness and influencer’s experience or good timing follows previous factors. The questionnaire survey also contained a part dealing with shopping behavior. A sample of respondents watching influencers answered questions if they purchased the product based on the influencer’s recommendation. 73% of respondents stated they are interested in what products influencer use, of which 61% have already bought the product based on the influencer’s recommendation. 30% say they did not buy anything, but they are interested in reviews, and the rest said they are not interested in it, because it do not influence them at all. Interestingly, 27% of respondents do not pay any attention to the products that are used by influencer. The next chart is showing the products that respondents bought based on influencer’s recommendation. Respondents could have choose more options in the question. The results present that 23% of respondents bought cosmetics. This may be related to our analyzed sample, where 66% of all are women. This finding may be interesting for cosmetic companies that specifically target the segment of young women. For those enterprises could be influencer marketing a helpful tool.

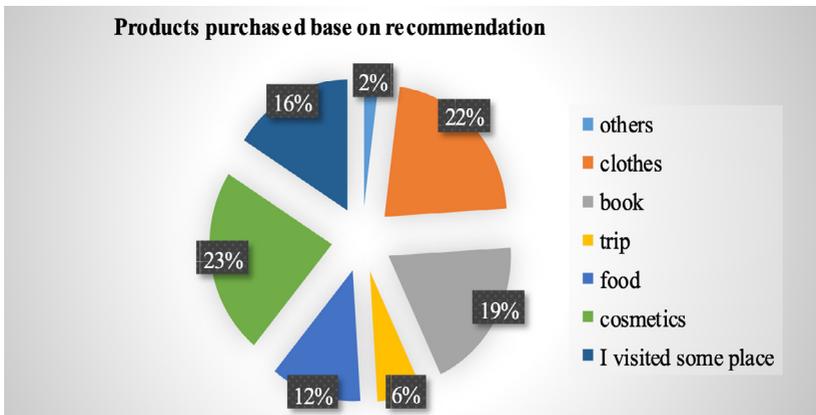


Chart 2: Products purchased base on recommendation

Source: Own processing

Except for one respondent, all were satisfied with the recommended product after the purchase. The majority of respondents, up to 71%, stated they trust more influencers than traditional marketing tools, eg. advertising. We believe this factor is a great signal for many companies that have started to work with influencers. The outcome of another question support this opinion. Almost 70% of respondents said if an influencer would choose between accepting collaboration with enterprise or not, they think influencer should accept this offer. Subsequently, we found out opinions about how respondents perceive the contribution of influencers when they were aware of the fact that influencer already received the product because of collaboration with the enterprise. Most of the respondents agreed that their attitudes do not change for the worse in spite of this fact. They stated that cooperation with the enterprise is still fine as long as the recommendation is honest, objective and the influencers truly use the products. They even mentioned that each of them can fully consider whether or not the product is the one that is relevant to them. Several respondents perceive the situation as artificial, with influencer's prospect of financial benefit, so their relation with the influencers will rapidly change after this finding. Next question in the questionnaire survey was related to the labeling of advertising, which showed that up to 71% of respondents following influencers feel the necessity of labeling advertising on social networks as truly important. The other 29% of respondents are not interested in this issue. A significant finding is that up to 50% of analyzed respondents stopped following influencers because influencers acted just like a source of advertising for them. In the next part of this contribution, we present results from an interview with the representative of Kvety.sk company Ing. Kubaľová, PhD. Company Kvety.sk started to collaborate with influencers. Currently, instagram is the fastest growing social network and influencers are using it particularly. The age group – millenials already cannot imagine their lives without instagram and their influencers. They follow life of influencers on insta stories, follow their experiences, the places they have visited or the products they use. Today, more and more enterprises are using bloggers, youtubers or others to build brand awareness. „For us, it is also a very good way to make our product more visible to young consumers,” said Ing. Kubaľová, who also mentioned that influencers are the right style of marketing communication for Kvety.sk company.

The company perceives influencers as a powerful tool of advertising, and see them as a growing trend in Slovakia. There are whole teams behind influencers abroad, as it can be an effective tool. There are still

influencers whose collaboration works on the barter principle. From the interview, we found out there are influencers whose collaboration with the company is around 350€ for one contribution on social networks. We also found out that there are influencers in Slovakia, who ask for 3000 € for some collaboration. Kvety.sk company collaborated with influencers mainly in the field of fashion, trends and shopping. They tried to reach a wide range of influencers from different regions. Young influencers they work with includes Lucypug, who was approached because of the flower workshop. They also collaborate with Sweet Lady Lollipop, Lapkinn, The blond zebbras, so Slovak influencers, who mainly use the Instagram as their platform. Company also find some public figures to collaborate, because they can appeal a more professional public outside Instagram. The main platforms for product presentations are Instagram and Facebook (this was also the result of a questionnaire survey). The company presents and offers bouquets and flower boxes through influencers. Their goal is to promote not only the product itself, but also the idea of the company, so give a gift to the beloved one and even surprise, delight and return a society to the time of “being a gentleman”. Collaboration with influencers is highly appreciated by the company. As an example, company mentions a blogger workshop with Emma magazine, whose main idea was flowers. The workshop was conducted in collaboration with Kvety.sk and the results speak for themselves. Outputs on social networks exceeded 200,000 views. Lucypug’s contribution reach more than 46,000 likes and Kvety.sk registered an increase of 100 followers in the age range 18-24 and 25-34 over two days at Instagram. These facts helped the company continue to grow, generate more sales and improve the image. Those statements confirms that Instagram is mainly used by the 18 to 29 age category, while this age group representing up to 59% of all Instagram users¹⁹.

Conclusion

In this contribution, we focused on the importance of influencers in marketing. We also presented the results of a questionnaire survey and an interview. Based on a questionnaire survey, we conclude that influencers are a recent big marketing trend. They can to some extent

19 ŽILKOVÁ, M.: *Jak oslovovat mileniáli? Na Instagramu!* [online]. [2019-07-10]. Available at: <<http://www.marketup.cz/cs/blog/jak-oslovit-milenialy-na-instagramu>>.

influence perception of customers or their purchasing behavior. From the findings, we state that individuals who follow or do not follow influencers have a strong inner conviction and can manage themselves by their own mind. It is necessary to do not forget about classical forms of marketing. The influencer needs to be truly perceived as a person that people like, especially not as a source of advertising. Also it is substantial for influencer marketing to operate on the basis of creativity, humanity, especially nature and credibility. For this reason, it is important for enterprises pay increased attention to the choice of influencers. We may face various recommendations about what enterprises should focus on in case of influencer marketing. Enterprises should monitor engagement rate, which is the percentage of unique users who liked, left a comment, shared a post or just clicked on a post. Engagement rate should be around 1.5% - 10%. If the engagement rate is low, this may mean two facts: 'Fake followers' or followers of the influencer are following passively (i.e. they are not active on social networks). Enterprises can focus on the so-called microinfluencers who are more authentic, flexible and believable and more often can leave a greater impact on the target audience. If enterprises care about our planet and have the will to find new ways of production and lifestyles that are economically undemanding and in harmony with nature, they should use this type of marketing even for environmental issues. It is necessary to associate ecology with Instagram. Enterprises should be careful about having influencer, who has just brand and collaboration content (if 60% of content is just collaboration with different brands, it is called brand clutter)²⁰. Enterprises can also use the so-called takeover. It can mean for example, for one day company's profile on social network (most often Instagram) will be managed by influencer. To sum up, influencer marketing is a remarkable issue. This trend has a real potential to grow, but the fact is many individuals believe primarily in themselves, so it is necessary to keep influencer marketing in a positive and natural way. The research results presented provide an overview of the current situation of the importance of influencers in marketing and even offer space for improvement. The biggest restriction of the study is the unrepresentative sample of respondents, so the survey results could not be generalized to the entire population. The restriction of this study create opportunities for future research, which can be used to carry out in-depth statistical analyzes.

20 VIZARD, S.: *60% of content created by brands is 'just clutter*. [online]. [2019-07-10]. Available at: <<https://www.marketingweek.com/content-has-a-meaningful-brand/>>.

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Contact data:

assoc. prof. Ing. Martina Minárová, PhD.
Matej Bel University in Banská Bystrica
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
martina.minarova@umb.sk

Ing. Filip Smutný
Matej Bel University in Banská Bystrica
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
filip.smutny@umb.sk

Ing. Petra Gundová, PhD.
Matej Bel University in Banská Bystrica
Faculty of Economics
Tajovského 10
975 90 Banská Bystrica
SLOVAK REPUBLIC
petra.gundova@umb.sk

ONLINE AND OFFLINE PRACTICES OF POLISH NGOS

Ewa Prymon-Ryś

Abstract

The aim of the article is to present various channels used by Polish non-governmental organizations to provide value to their stakeholders and to obtain the necessary resources. The article explains the essence of NGO fundraising and shows fundraising-related communication activities – both online and offline. In the following part, the article presents the results of observations of the Polish third sector – the observation results have identified the communication tools most frequently used by NGOs. The most popular “offline tools” are: paper reports, thank you letters, special events, posters and leaflets, presentations and direct meetings. In particular, the latter allow for establishing and strengthening relations with stakeholders. In the online approach Polish non-profit organizations use social media, websites, blogs and e-mailing. The content marketing plays an important role in NGOs’ communication. The article also presents crowdfunding as a new online fundraising tool. It assesses its usefulness for NGOs in Poland. Observation shows that Polish NGOs prefer those fundraising tools that characterize greater relational potential over forms of communication enabling access to a wider range of stakeholders.

Key words:

Crowdfunding. Fundraising. Non-Governmental Organizations. Value.

Introduction

Non-governmental organizations (NGO) are civic organizations whose actions are aimed at the improvement of the overall well-being of society. In order to achieve their statutory goals, these organizations must collect financial resources; thanks to the accumulated funds and the work of volunteers, they create values, that are important for the organization’s stakeholders. The number of NGOs in Poland increases every year: whereas in 2009, there were about 65,000 associations and over 10,000 foundations, then in 2018 there were already 116,000 registered associations and 23,000 foundations¹. This dynamic growth of the “third sector” is associated with the development of innovative fundraising activities. The Internet, social media and mobile applications create new opportunities not only to communicate with stakeholders, but also to raise

1 CHARYCKA, B., GUMKOWSKA, M.: *Kondycja sektora organizacji pozarządowych 2018*. Warszawa : Stowarzyszenie Klon-Jawor, 2019, p. 9.

funds for statutory activities. The observation of Polish NGOs shows that the key to organizational development and achieving its goals are: fundraising and communication. It may happen that thanks to the engagement of members, work of volunteers and so-called “Good intentions” – an organization creates value for the beneficiaries without sufficient financial resources. However, in the long-term it is not possible to communicate with volunteers and motivate them, maintain an administration office, deliver information supporting those in need – without money. Therefore, fundraising and online and offline communication of non-governmental organizations are inextricably linked.

1 Idea of Fundraising

Non-governmental organizations satisfy social and individual needs by representing the interests of different groups of society and defending values that are important to these groups. Because such organizations are especially predestined to engage in human affairs in the sense of the common good in an atmosphere of kindness and solidarity – the ability to manage interpersonal relationships takes on a key role here. A special feature of NGOs is an independent search and collection of financial resources as well as creation of values related to the process of providing goods and services through own funds and volunteer work². Fundraising is more often the subject of advisory rather than scientific publications, hence the terms “funds’ collection”, “revenue generation” and “communication with the environment of the organization” appear defining the concept clearly indicating the utilitarian meaning of this concept³. The rather practical definition of M. Osiej defines fundraising as “acting within non-governmental organizations, aimed at connecting people who want to help with those who need help”⁴. Therefore, defining fundraising only as a

2 IWANKIEWICZ-RAK, B.: *Marketing w organizacjach pozarządowych – obszary zastosowań*. Wrocław : Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu, 2011, p. 16.

3 GNYSZKA, M.: *Fundraising. Pierwszy polski praktyczny podręcznik*. Gliwice : Helion, 2015, p. 13-14.; OSIEJ, M.: *Fundraising krok po kroku. Jak zdobyć pieniądze na Twoje projekty?* Gliwice : Onepress, 2016, p. 11-13.; STERNICKI, M.: *Podstawy fundraisingu, Materiały szkoleniowe – Polskie Stowarzyszenie Fundraisingu*. [online]. [2019-09-30]. Available at: <<http://www.otop.org.pl/uploads/>>.

4 OSIEJ, M.: *Fundraising krok po kroku. Jak zdobyć pieniądze na Twoje projekty?* Gliwice : Onepress, 2016, p. 11.

process of raising financial resources for the organization is too simplistic. As emphasized by professional fundraisers – success in this field depends on direct and lasting relationships with donors and sponsors. Thus, fundraising is the ability to manage relationships, which translates into raising funds for the development of NGOs. When determining the nature of fundraising, the term “change for organization”⁵ also appears. Change, which takes place thanks to the cooperation of many people connected directly or indirectly with the organization, sometimes also bystanders. This change implies usage of innovative communication tools, both online and offline to create necessary values.

2 Sources of Value Creation on Fundraising

The basic sources of value creation in fundraising are diversified. Financial support from donors and sponsors is the most visible, and at the same time measurable. Stakeholders participate in creating value by NGOs through membership fees, donations, 1% income tax deductions, inheritance declarations, permanent deductions from payroll, participation in issues, charity auctions and lotteries, text messages sent to special telephone numbers, etc.⁶. Four sources of value creation in fundraising can be identified⁷:

- information flows – obtaining and transmitting information on the conditions of the organization’s functioning, including social needs and possibilities of obtaining support as well as promoting the idea of organization, shaping social attitudes. These activities require the implementation of all available forms of marketing communication. Organizations use a wide range of electronic media in particular: especially websites and social media - they enable the transmission of current information and interaction with the recipients of the message. Own publications, bulletins, and reports for influential institutions are of great importance here,

5 MIKA, J.: *Fundraising. Teoria i praktyka*. Kraków : Polskie Stowarzyszenie Fundraisingu, 2014, p. 33. [online]. [2019-09-30]. Available at: <<https://docplayer.pl/643391-Fundraising-teoria-i-praktyka.html>>.

6 BARAŃSKI, R.: *Fundacje i stowarzyszenia. Współpraca organizacji pozarządowych z administracją publiczną*. Warszawa : Wydawnictwo Beck, 2016, p. 93-113.

7 PRYMON-RYŚ, E.: Dystrybucja wartości w fundraisingu. In *Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach*, 2018, Vol. 14, No 354, p. 31.

- collecting resources – gaining potential donors, establishing terms of cooperation, concluding contracts, maintaining relationships, and obtaining and allocating funds necessary to finance the organization’s activities. Tools for creating a positive image of the organization and techniques used in personal sales, understood as direct and personal presentation of content for a specific recipient, are used here. The effectiveness of fundraising activities is conditioned by the recruitment and motivation of fundraisers – people responsible for establishing contacts and raising funds. It is important to skillfully manage financial flows and, additionally, to manage logistics related to the organization of special events,
- service delivery – activities and services resulting from the statutory objectives of the organization, addressed mainly to beneficiaries, for example, running canteens for homeless people, hospice care for terminally ill patients or conducting professional training workshops for the unemployed. The process of delivering this type of value is related to the decision regarding the location of the administration office of the organization or the selection of places where this type of activity can be implemented, eg. near the place of residence of final beneficiaries. In addition, recruitment, training and motivating volunteers are carried out on an ongoing basis. In some cases, physical distribution occurs, for example, providing transport for disabled persons or adequate catering service,
- flows of material goods – providing material evidence to authenticate the organization’s activities and witnessing to the gratitude expressed to the donors. Direct mail can contain thank you letters, invitations to special events, bulletins, handicrafts made by beneficiaries, credit cards, printed bulletins and other correspondence. The appropriate form, frequency and time of shipment is important.

3 Activities of Polish NGOs

In the research conducted for the purposes of this publication, literature studies and measurement of secondary sources of information were conducted – publications of research institutions dealing with the NGO sector; materials published on official websites of non-governmental organizations, as well as promotional materials obtained by the author of the article from various NGOs. In total, 50 organizations operating in Poland were observed. In the conducted research, it was tried to determine which activities Polish NGOs undertake to collect resources for statutory activities and to communicate with stakeholders. Almost all observed

organizations publish merit-based reports on their activities. This is mainly a law requirement for foundations and associations. Such reports are usually published on web sites. As a communication channel NGOs commonly the Internet-related tools – a website (80%) and a FB fanpage (80%); some of them use other social media (Twitter, Instagram). Form of online communication are newsletters sent via e-mail (28%). Traditional forms of communication, eg. press or television advertisements, are less frequently used - it is probably due to the higher cost of this type of activities. Contacts with stakeholders are implemented through direct mail: thank you letters (80%), bulletins (30%). In such way NGOs deliver souvenirs and commemorative publications. Majority of organizations also use direct contact with stakeholders (in administration office for example); it is crucial to NGOs to know their partners and donors. In the area of service delivery, like running workshops or conferences for beneficiaries – 32% of the organizations observed, had the possibility to carry out tasks in their own premises, where they could also meet with stakeholders. In addition, a significant part of the organization (76%) participates in special events that allow to establish contacts with potential volunteers or donors, and above all, disperse ideas important for the organization. Below is a list of fundraising and communication activities undertaken by the majority of non-governmental organizations, compiled according to the hierarchy of frequency of occurrence. Offline:

- paper reports,
- thank you letters for donors,
- organizing or participating in special events,
- posters and leaflets,
- functioning of the office of the organization with a separate place for meetings with stakeholders,
- presentations and direct meetings with donors,
- organization of workshops, meetings, conferences for beneficiaries,
- press adverts and press releases,
- bulletins sent cyclically to stakeholders (traditional mail),
- TV ads.

Online:

- fanpage of the organization on the FB social network,
- website and blogs,
- newsletter sent by e-mail,
- publications about the activities of the organization on other than their own websites,
- Internet ads,
- other social media channels.

Non-governmental organizations often use content marketing tools⁸ in their activities to create content that inspires emotions of stakeholders and increase their interest in specific social problems. The goal of content marketing activities in the non-profit area is gaining donors and partners, engaging stakeholders, building a mailing base. The last but not least, Polish NGOs discovered crowdfunding platforms, which enable to support resources form dispersed donors.

4 Crowdfunding – A New Online Tool of Ngos

The concept of crowdfunding assumes the use of electronic payment and communication channels to carry out fundraising among a large group of donors for a clearly defined purpose⁹. These activities are carried out through crowdfunding platforms, i.e. websites equipped with infrastructure enabling the implementation of micropayments¹⁰. Crowdfunding platforms act as intermediaries in the flow of funds and communication for the needs of fundraising. Thanks to supporting communities, they provide the opportunity to reach a large number of people with information about the needs of beneficiaries. However, as an intermediary, they make it difficult for NGOs to establish relationships with donors. Along with approximately 20 crowdfunding platforms operating in Poland – only 5 platforms supports charity and non-profit initiatives¹¹. However, among the organizers of collections on crowdfunding platforms, individuals predominate: for example, on the “Zrzutka.pl” platform only 4% collects were established by organizations¹².

8 DUTKO, M.: *Biblia e-biznesu 2. Nowy Testament*. Gliwice : Helion, 2016, p. 429.

9 PLUSZYŃSKA, A., SZOPA, A.: *Crowdfunding w Polsce*. Kraków : Wydawnictwo Uniwersytetu Jagiellońskiego, 2018, p. 16.

10 DUTKO, M.: *Biblia e-biznesu 2. Nowy Testament*. Gliwice : Helion, 2016, p. 102.; DZIUBA, D.: Rozwój systemów crowdfundingu – modele, oczekiwania i uwarunkowania. In *Problemy zarządzania*, 2012, Vol. 10, No. 3, p. 83.

11 GAŁKIEWICZ, M., GAŁKIEWICZ D.: *Crowdfunding Monitor 2018. An Overview of European Projects Financed on Startnext and Kickstarter Platforms between 2010 and mid-2017*. Szczecin : Bermag, 2018, p. 12-70. [online]. [2019-09-30]. Available at: <https://www.fh-kufstein.ac.at/content/download/3537648/file/Crowdfunding_Monitor_2018.pdf>.

12 MALINOWSKI, B.: *Przewodnik po polskich platformach crowdfundingowych*. [online]. [2019-09-30]. Available at: <<https://wethecrowd.pl/przewodnik-platformy-crowdfunding>>.

Low popularity of crowdfunding platforms in Poland results probably from the low economic efficiency of this fundraising tool. For example: in 2017, the Polish Humanitarian Organization (Polska Akcja Humanitarna) received financial donations from individuals in the amount of PLN 10,674,077¹³. The organization has carried out 10 collections so far, through the crowdfunding platform "Siepomaga.pl (since 2010) and collected a total of PLN 103,685. Only three of these collections reached 100% of the assumed financial goal. In Polish conditions, the use of crowdfunding platforms by non-governmental organizations is not a popular practice, which consists of several important factors limiting their usefulness. According to the author, these include: the inability to establish relationships with donors, low value of paid amounts, low reliability of collections (applies to selected platforms) and a small number of regular donors. The undoubted advantages of crowdfunding platforms include the possibility of reaching many, dispersed donors who are ready to support public benefit initiatives and aid projects. Utilities offered by selected platforms such as access to the mobile payment system, assistance in planning a fundraising campaign, access to fundraising know-how, promotional campaigns for selected collects – are important support for fundraisers, especially from non-governmental organizations with a smaller operating range.

Conclusion

The diversity of fundraising and communication tools used by Polish NGOs shows a growing innovativeness of these organizations. Creativity in the field of various social enterprises results in an increase of media interest and is an development opportunity of the organization. From the point of view of the effectiveness of fundraising activities, the ability to manage relations with stakeholders is extremely important¹⁴. Therefore, Polish NGOs prefer offline communication channels which enable direct contact with stakeholders (meetings, events, conferences) or traditional media (direct mail, newspapers), that are highly recognized and easy-to-use.

13 *Raport za 2017 rok. Polska Akcja Humanitarna*. [online]. [2019-09-30]. Available at: <https://www.pah.org.pl/app/uploads/2018/12/2017_raport_roczny_PL.pdf>.

14 For more information, see: MIROŃSKA, D.: *Relacje z interesariuszami organizacji non profit z perspektywy marketingowej*. Warszawa : Oficyna Wydawnicza SGH, 2016.

However, the online channels, especially the ones that make possible personalized and individualized messaging – are becoming more and more popular. The comparatively lower cost of online communication is also an advantage. The new crowdfunding platforms create new opportunities for fundraisers, despite their low popularity among Polish NGOs at the moment. Therefore, it may be assumed, that the online communication and online fundraising channels (such as crowdfunding platforms) in the nearest future starts to play important role in the in the arsenal of professional fundraiser tools.

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Contact data:

Dr eng. Ewa Prymon-Ryś, PhD.
AGH University of Science and Technology
Faculty of Management
Ul. Gramatyka 10
30-067 Cracow
POLAND
eprymon@zarz.agh.edu.pl

VIDEO IN AN ENGLISH LESSON AS A MEANS OF CHALLENGING CRITICAL THINKING

František Rigo

Abstract

The paper presents partial results of the research carried out as a part of the author's dissertation thesis. It deals with the issue of integrating video contents into lessons of English language on a regular basis with the aim to activate students' critical thinking and develop their metacognitive strategies. The research was conducted with the students of Faculty of Mass Media Communication of UCM in Trnava during both terms of the academic year 2018/19. It consists of two parts. The first of them is the research carried out by regular testing of language knowledge and skills within which various types of video contents and test techniques were used. The paper presents the success rate of individual types of video contents and test techniques. The second, complementary part of the research is a questionnaire survey presenting the feedback from the participants of the language course integrating video contents on the difficulty and popularity of various types of videos and test techniques, as well as on students' perception of a course integrating video contents as for its effectiveness in engaging deeper thought processes and developing learning and metacognitive strategies. Based on the research, the paper provides suggestions and recommendations for integrating video into English lessons.

Key words:

Critical Thinking. English Language. Media Content. Metacognitive Skills. Multiple Choice. Teaching. Testing. True/False/Not Stated. Video. YouTube.

Introduction

The paper presents partial results of the research carried out as a part of the author's dissertation thesis called *Developing Critical Thinking in Teaching English via Media Contents*¹. The thesis deals with the issue of integrating media contents into teaching English with the aim to not only improve the language skills and knowledge the educated or make the learning more attractive and varied for them, but, at the same time, it intends to develop the skill of critical thinking and students' learning strategies. According to Petranová, media education, its

1 For more information, see: RIGO, F.: *Rozvoj kritického myslenia vo vyučovaní anglického jazyka prostredníctvom mediálnych obsahov*. [Dissertation thesis]. Trnava : FMK UCM in Trnava, 2019.

concepts, varieties, and education of teachers in this area have been talked about for two decades... Still, even though both national and international documents claim the necessity to raise the competence of critical thinking, real implementation of specific methods and forms of developing critical thinking in teaching media education is very scarce.² We are also aware that in a time when it is no longer possible for school to maintain the monopoly on education, as this has spilled over into the surrounding world,³ and in the situation when *popular press and media educate more people about issues related to our society and the world than all other sources of education* and when *more public education is carried out by the media than teachers*,⁴ it is necessary for formal education to seriously consider this fact and to make developing critical thinking and media competence inseparable and active part of the learning/teaching process. Our society's need to critically assess media contents arises also from the growing amount of disinformation, fake news and hoaxes leading to radicalization of society or to consumerism. Despite that, our attention is not focused solely on applying critical thinking in relation to the above-mentioned phenomena, it is our intention to develop critical thinking in relation to and via a wide variety of media contents. Applying critical thinking cannot be limited only to negative social phenomena, it should be applied to all statements that we perceive as well as to our own thinking and reasoning and the conclusions we draw from them. Since most of the information reaches us through the media, promoting critical thinking in relation to media content is a current social need.

Thus, within the research, we intensively integrated media contents, namely video, that represent an everyday part of the life of society into formal teaching on a regular basis. In addressing the issue, we also rely on the fact that a teacher is one of the key factors in the education process and as such should, in the absence of practical application of methods and forms of developing critical thinking in education, seek to implement such forms and methods into their lessons. Teachers should have the right to experiment with innovations within the methodology used in teaching. Such experimentation should, of course, be responsible, as the changes that may arise from it may, according to C. Brumfit, have a significant

2 PETRANOVÁ, D.: *Mediálna výchova a kritické myslenie*. Trnava : FMK UCM in Trnava, 2013, p. 9.

3 FEŘTEK, T.: *Co je nového ve vzdělávání*. Prague : Nová beseda, 2015, p. 42.

4 MACEDO, D.: Deconstructing the Corporate Media/Government Nexus. In MACEDO, D., STEINBERG, S. (eds.): *Media Literacy. A Reader*. New York : Peter Lang Publishing, 2009, p. 19.

impact on the future direction of students, whether in education or their political or economic perspectives.⁵ Lesson of English provide an ideal space for such experimentation and innovations as they allow teachers to address a wide variety of topics. Even though teaching English requires the participants of education to master the target language at a certain level, at the same time, in comparison with other subjects, it provides the opportunity to make use of a wide range of thematically diverse content. Thus, the aim of our research was to integrate video contents into the English language course on a regular basis (within each lesson) and to test their effectiveness in the process of developing critical thinking, as well as the development of metacognitive skills and, last but not least, language skills. Our intention was to develop critical thinking skills in the perception of media contents at a general level, not necessarily in connection with such phenomena as “fake news”, growth of disinformation or radicalization of society, for example through social networks. Naturally, some of the video contents used also touch the current socio-political issues, however, our primary focus was to make the research participants consistently think about information they perceive and attempt to gather as much relevant information as possible and avoid being subject to the first impression, which is general and is based on passive assumptions.⁶

1 Research

The research data was primarily obtained by the method of *testing the knowledge and skills* of the research sample. Secondary data was obtained by a *questionnaire survey* to get feedback from the research sample on teaching that integrates media contents and on testing the gained knowledge and skills.

1.1 Research Sample

The research sample consisted of the students of selected study groups of the first and second year of bachelor study in the field of mass media communication, namely these study programmes:

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- 5 BRUMFIT, C.: *Communicative Methodology in Language Teaching. The roles of fluency and accuracy*. Cambridge : Cambridge Language Teaching Library, 1984, p. 113.
 - 6 *Kritické myslenie – povinná výbava každého z nás*. [online]. [2019-06-03]. Available at: <<https://eduworld.sk/cd/nl/570/kriticke-myslenie--povinna-vybava-kazdeho-z-nas>>.

marketing communication, mass media communication and applied media studies, in the academic year 2018/19. The average number of students participating in *testing* in the winter term was 107 students, in the summer term the average number of students was 94. The overall average number of students participating in testing in both phases of the course, i. e. winter term and summer term, was 100.⁷ The *questionnaire* was distributed to 116 students, i. e. students who had completed both phases of the course. The response rate was 99,14 % (115 responses returned).

1.2 Testing

Testing was conducted during the winter term of the academic year 2018/19 in the period of 9 weeks from October to November 2018 and during the summer term of the same academic year in the period of 9 weeks from February to April 2019. Altogether, 21 different videos were used. The understanding of the information conveyed through the examined video contents was verified by tests utilizing the most widely used testing strategies in foreign language teaching. The media contents or links to media contents dealt with during the lessons and homework assignments that were subsequently tested in our research were made available to research participants through Edmodo – an educational social network.⁸ All research participants had the opportunity to devote as much time and attention to the contents as they considered necessary, based on their individual level of language knowledge and skills. At the

7 Remark by the author: We consider it necessary to emphasize the fact that although the assumed achieved language level of the research sample is, according to Common European Framework of Reference for Languages, at least B1 - intermediate, the real language level of the research sample did not correlate with this requirement. We conclude so on the basis of the results of tests aimed at assessing the language level carried out in the classes. In fact, they were *mixed ability groups*. This fact is emphasized because it was necessary to adapt the difficulty levels of the tests carried out within the research to such diffused levels of the research participants' language skills.

8 Remark by the author: Edmodo enables learning outside the classroom and one of its features that students find beneficial is the fact that it serves as a channel in which all the activities happening in the classroom can be stored for later reference. These may be posted in the form of a Word file, captured image of a whiteboard with some notes from the lesson, or an external link to the website the content of which has been dealt with during a lesson. This way, students have an immediate access to all the material they need to focus on when, for example, preparing for a revision test.

following lesson of the course, the understanding of the media content was tested. Testing was carried out in the form of pencil-paper. The test workbook was replaced by projecting the test assignment through a video projector for all research participants within each study group. Individual tests were scored on a weekly basis and the participants were provided regular feedback on their level of success. The score was expressed as a percentage. At the end of both phases of the course (winter term, summer term) the test results were summarized and statistically processed in the form of a weighted arithmetic mean. According to the *Electronic textbook on pedagogical research*, test is understood as a longer exam that has a solid structure and is characterized by two basic features: objectivity and economy.⁹ The objectivity of testing was ensured by the correct selection of tasks for the test, which covered the subject matter dealt with or they were topically linked to this subject matter or deepened it. The test conditions were the same for all participants (time, room, instructions, the same tasks and answer options, the same way of scoring the same answer). Tests carried out in our research also met the condition of economy. They were designed to be quickly completed and evaluated. Individual test items focused on the different levels of thought processes described in the above-mentioned textbook, referring to (revised) Bloom taxonomy, as follows:

- to remember, or reproduce knowledge,
- to understand; in our case we talk about interpretation, as the test item stems, or the response alternatives, use different words from those used in videos,
- to apply, i. e. use the knowledge in a new situation,
- to analyse, i. e. to order, match facts, information, thoughts,
- to evaluate, or express one's own opinion,¹⁰
- to create, or categorize or reorganize.

1.2.1 Test Techniques

Individual tests used in the research utilized the basic test techniques most commonly used in testing acquired language knowledge and skills with main focus placed on the techniques of *multiple choice* and *true/*

9 GAVORA, P. et al.: *Elektronická učebnica pedagogického výskumu*. 2010. [online]. [2019-05-15]. Available at: <<http://www.e-metodologia.fedu.uniba.sk/index.php/kapitoly/testy-vedomosti.php?id=i15>>.

10 Remark by the author: As a given thought process cannot be used in objective knowledge tests, test items formulated in this way are not a part of our research; however, evaluating given contents was part of the lesson itself. to create, or categorize or reorganize.

false/not stated. As our focus was to examine the development of critical thinking skills and the development of metacognitive strategies, in the creation of individual test items we were inspired by the *Watson-Glaser Test of Critical Thinking*,¹¹ which had been created to assess the ability of an individual to think critically. In particular, it deals with an individual's work with inferences, identification of assumptions, the ability to make deductions, interpret information and assess arguments. As the testing was an integral part of an English course, we decided not to conduct the Watson-Glaser critical thinking test in its original and full form. The main reason was the insufficient language level of the research participants to carry out the test in English. At the same time, the test in its original form would not have correlated with the topical focus of the individual course lessons resulting from the prescribed course curriculum. That is why we decided to use Watson-Glaser test as an inspiration at creating individual test items aiming at specific features of critical thinking described above. The test items formulated via the chosen test techniques of *multiple choice* and *true/false/not stated*, by their very nature, represented the biggest challenge for activating critical thinking processes. With research participants, we focused mainly on working with inferences, recognizing assumptions and interpreting information received through video content.

1.2.2 Video Contents Used in the Research

Video represents media content that is very popular with digital natives. When used as a part of a lesson, video can make it livelier and more interesting and attractive for education participants. Moreover, in teaching foreign languages, thanks to its visuality and contextuality, video makes understanding the communicated message in the target language easier. Last but not least, technical equipment available in the classrooms in which the research was conducted, made such use of video contents possible. As videos represent a large group of media contents, for the purposes of our research we have divided it into the following four categories:

- *video blogs, or vlogs* – these are video contents in which the presenter speaks to the recipients or into the camera. The environment in which the actor is located is not relevant to the message being communicated, the video is static, there are no animations or

11 *Watson-Glaser Critical Thinking Appraisal*. [online]. [2019-05-15]. Available at: <<http://https://www.assessmentday.co.uk/watson-glaser-critical-thinking.htm>>.

- additional or explanatory graphic elements. Without video recording they could also be used as audio contents. The source of such videos used in the tests that were part of our research was YouTube.
- *Educational videos* - in our research we used videos from the *Great Big Stories* Youtube channel. Great Big Stories offers a rich database of short videos about interesting people or places. Video presenters or actors are placed in their natural environment, or they perform the activities they intend to present via the video. When playing videos, the recipient has the option to enable subtitles in the language of the video, English in our case. It should be noted that these are not automatically generated subtitles. Thus, they accurately copy what is being communicated by the video presenters or the narrator.
- *TED presentations, or TED talks* - represent a rich database of science-popular presentations by experts from a wide range of scientific disciplines. Presenters use animations or other visual elements to make the subject clearer. Presenters are experts from all over the world, but the language of presentation is mostly English, which gives viewers the opportunity to perceive different accents and “types of English” to a much greater extent than the recordings of the textbooks used to teach English. The big advantage of these videos for use in the classroom is that viewers have the ability to activate subtitles when they watch the video. Subtitles accurately copy the communicated content; these are not automatically generated subtitles. In addition, the viewers have the possibility to choose from a large number of different language mutations of subtitles. For a large number of presentations there are also subtitles in Slovak or Czech language available. Thus, TED talks can serve as an ideal tool for learning foreign languages and developing language skills. However, when using video presentations from the TED talks website in foreign language teaching, it can be a challenge for educators to select a particular video. Attention should be paid to making sure that the length of the video is appropriate for its use within at the lesson and that the presenter’s speech and the content of the presentation are adequate to the abilities of the learners.
- *Documentary, explanatory videos* - these are videos that explain a certain phenomenon through its video recording, enriched with an explanation or animation. The source of this kind of videos used in our research was YouTube. These videos could be a challenge for the participants due to the absence of subtitles (or only automatically generated ones) or if the content is not adjusted to educational purposes.

1.3 Questionnaire

The questionnaire survey was carried out as a complementary research method in order to obtain feedback from the research participants on teaching integrating media contents. The questionnaires were distributed electronically via Edmodo and the data was being collected from 29th April to 15th May 2019. Through closed question items we received feedback expressing students' attitudes towards the difficulty and popularity of individual test techniques, as well as various types of video content used in testing. It also allowed us to find out about the frequency at which various types of video contents in the target language are watched by the research participants in their free time. We were also interested in how students evaluate engagement in activities related to tested video contents, i. e. how they perceived video as a means of stimulating their critical thinking and requiring their full attention, whether these activities were perceived as an effective way of improving language knowledge and skills. Additional data from the questionnaire survey provided us with an overview of how integrating media content into teaching helps students to develop their metacognitive and learning strategies. At creating the questionnaire, we used a sample questionnaire from *Social Media for Educators*¹², which we adapted to the needs and objectives of our research.

12 JOOSTEN, T.: *Social Media for Educators*. San Francisco : Jossey-Bass, 2012, p. 101-104.



A) vlogs



B) educational videos



C) TED talks



D) documentary videos

Picture 1: Screen shots taken during playing various types of video sused in the research

Source: *Global English with David Crystal*. [online]. [2019-05-24]. Available at: <<https://www.youtube.com/watch?v=WZl1EjxxXKw&t=64s>>; *Baking Bread with Lava in Iceland*. [online]. [2019-05-24]. Available at: <<https://www.youtube.com/watch?v=FU1T3SdQfr0&t=88s>>; WOLDHEK. S: *The search for the true face of Leonardo*. [online]. [2019-05-24]. Available at: <https://www.ted.com/talks/siegfried_woldhek_shows_how_he_found_the_true_face_of_leonardo#t-71302>; *How It's Made Jeans*. [online]. [2019-05-24]. Available at: <<https://www.youtube.com/watch?v=C8vA0UwLS70&t=278s>>.

2 Findings

As we assume that English language learning integrating media contents and activities related to these contents supports the development of not only language skills, but also critical thinking skills and that such integration strengthens metacognitive and learning strategies, it will be interesting for us to compare the success rate of research participants in testing in each phase of the English language course, i. e. in both the winter and the summer term. Chart 1 presents the success rate in testing in individual course phases on the basis of weighted arithmetic means. As can be read in the chart, the success rate shows a slightly increasing tendency when comparing the two terms, both in individual years and in the overall comparison of individual phases of the course.

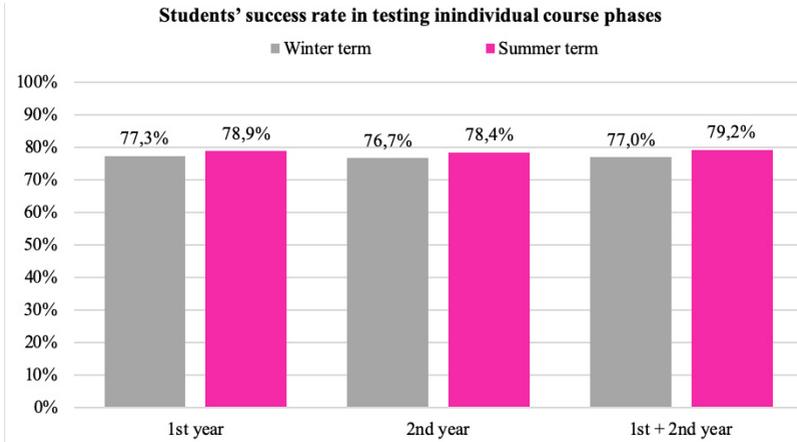


Chart 1: Students' success rate in testing in individual course phases

Source: Own processing, 2019.

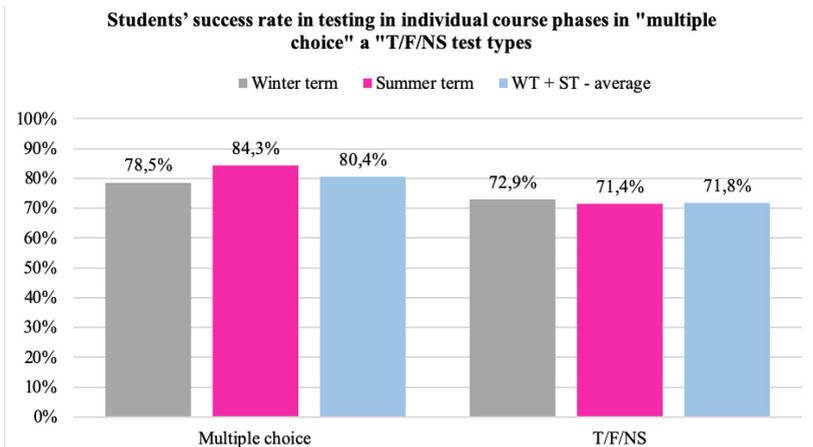


Chart 2: Students' success rate in testing in individual course phases in multiple choice a T/F/NS test types

Source: Own processing, 2019.

Chart 2 presents the overall students' success rate in testing in tests using the test techniques of *multiple choice* and *true/false/not stated* expressed in weighted arithmetic means for both individual course phases as well as for the whole course. As can be seen, the success rate in multiple choice tests is characterised by the increase by 5,8 % and the overall success rate for this type of test technique is 80,4 %. We can conclude

that the rise in the success rate was the result of the frequent use of this type of test techniques. As for the tests using the true/false/not stated technique, we can observe a slight decline of success rate by 1,5 % in individual course phases. The most frequent mistake the research participant made was not identifying the “not stated” right answer, when students chose either true or false. The students provided their answers on the basis of their assumptions or inferences, not necessarily on the basis of what had, or had not, been presented in a given video content. When compared with the results of the questionnaire, the true/false/not stated test technique was seen as the most difficult one with 36 % of participants evaluating it as difficult or very difficult and 26 % seeing it as very easy or easy. 38 % of students claimed that this type of technique was neither easy nor difficult. The perception of this test technique as the most difficult one correlates with the fact that this technique belongs among the most challenging techniques used in testing language skills, as it requires the tested person to avoid making assumptions and to focus only on the tested content itself, while employing higher thought processes. The multiple-choice test technique, where students had to work with distractors and thus more intensely engage higher thought processes (as the test items within our research were of interpretation nature), was rated as very easy or easy by 53 % of participants, while 3,5 % saw it as difficult. The remaining 43,5 % rated the technique as neither easy nor difficult. As for popularity of the test techniques, the multiple choice was rated as very popular or popular by 76,5 % of students, while 8% saw it as the unpopular or very unpopular. The remaining 15,5 % claimed to have a neutral attitude towards this test technique. The least popular test technique, based on the results of the questionnaire, was the true/false/not stated one, seen as unpopular or very unpopular by 31,5 % of participants, while 36,5 % claimed it had been a very popular or popular test technique. Chart 3 presents the success rate of students in testing based on the type of video content. The highest success rate, 83%, was achieved by research participants in tests using educational videos. TED talks-based tests achieved the success rate of 77 %, followed by tests using documentary or explanatory videos with 76 %. The lowest success rate in video-based testing, 73 %, was achieved in tests using video-blogs, or vlogs.

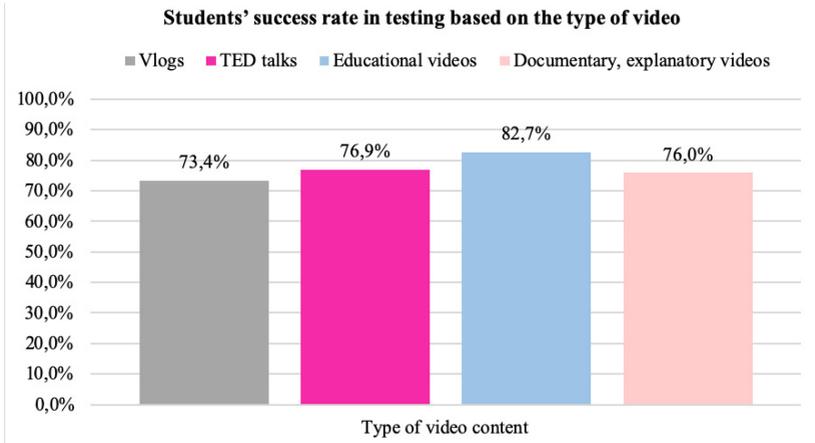


Chart 3: Students' success rate in testing based on the type of video

Source: Own processing, 2019.

When comparing the success of students in testing using video content based on individual phases of the course, we can see, as shown in Chart 4, that the success of vlog-based tests, which proved to be the least successful ones in the overall comparison, decreased by 6 percentage points from 75, 9 % to 69, 9% in a course-by-phase analysis. On the contrary, the success rate in tests using other types of video content has increased. As can be seen in the chart, the educational videos from the Great Big Stories YouTube channel, which achieved the highest success rate in testing, were used only in the first phase of the course, namely at the opening hours. The reason was to motivate students to work with similar contents outside formal education, as these are short, sufficiently illustrative and easy to understand. In the following lessons of the course we decided to devote to more academically demanding content.

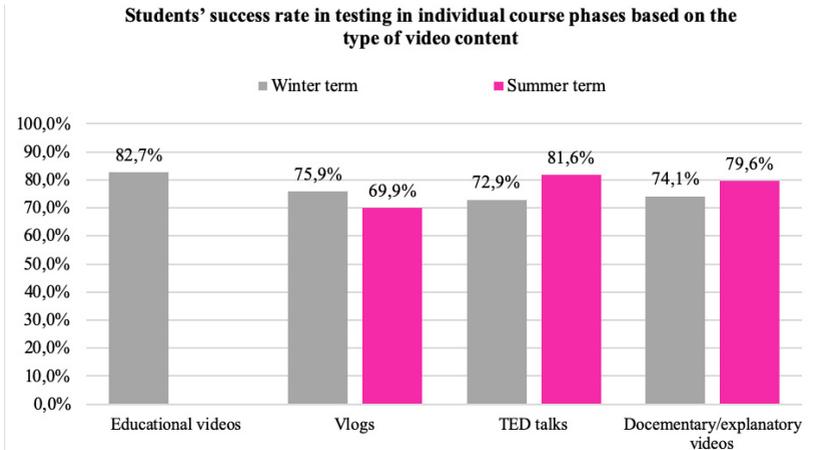


Chart 4: Students' success rate in testing in individual course phases based on the type of video content

Source: Own processing, 2019.

Chart 5 presents the difficulty of individual tests based on the type of used video content as perceived by the student. When compared with the results of testing, chart 3, we can conclude that the most successful tests were the ones based on educational videos (83 %), which were perceived by the respondents as the simplest. TED talks, whose success rate reached 77 %, were perceived by respondents as the second simplest type of media content. Documentary and explanatory videos, perceived by students as easier than vlogs, were slightly more successful in testing (76%) than video blogs (73%). When comparing the subjective perception of the difficulty of various types of video content, it is interesting to observe that vlogs were perceived as the most demanding type of video content by respondents and, at the same time, they were the least successful type of video content in testing. This can be explained by vlogs being the least contextual and illustrative type of video content used.

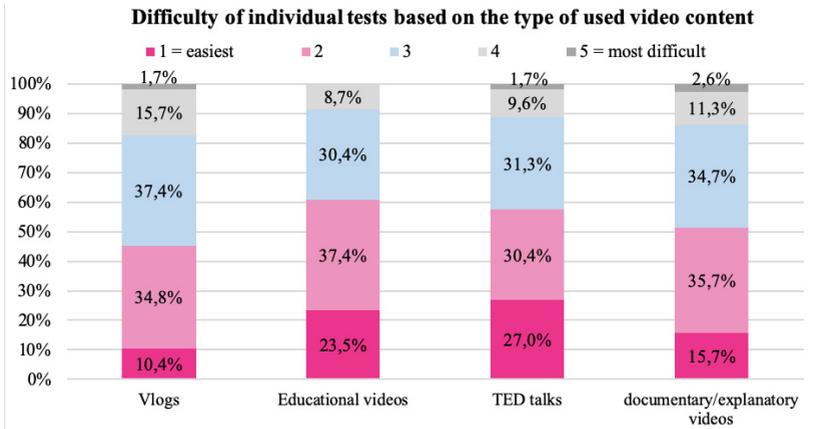


Chart 5: Difficulty of individual tests based on the type of used video content as perceived by the students (n=115)

Source: Own processing, 2019.

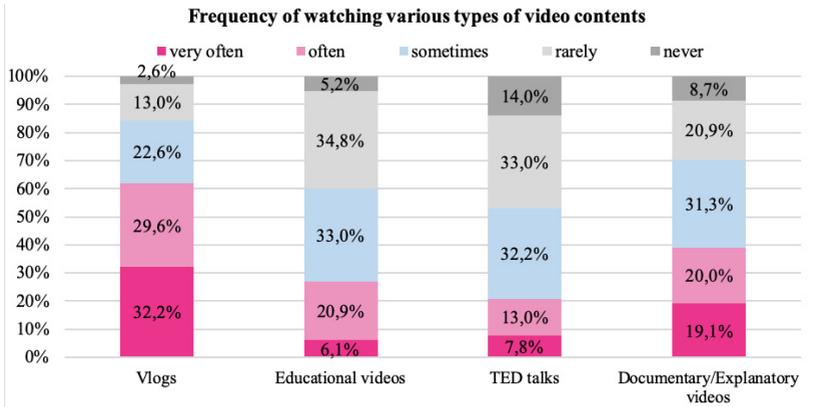


Chart 6: Frequency of watching various types of video contents as reported by the students (n=115)

Source: Own processing, 2019.

Chart 6 presents the frequency at which the participants of the research watch various types of video contents. The most frequent type of video are vlogs (61,8 %), followed by documentary/explanatory videos (39,4 %), and educational videos (27 %). TED talks are the least frequently watched type of video (20,8 %). It is interesting to see that vlogs, which are perceived as the most demanding type of video content and, at the same time, are the least successful type of video content in our testing,

are the most frequently watched type of video. On the other hand, the educational videos that the test participants scored the best and which they also consider to be the simplest, are, according to the respondents of our questionnaire survey, the second least frequently watched type of video content. The results of the questionnaire related to the level of students' involvement in teaching and test activities using video contents, presented in Chart 7, are rather encouraging findings. As many as 87,9 % of respondents consider working with videos and doing activities related to them to be an enriching experience. 84.3 % of respondents said that they had been willing to pay the necessary attention to the video contents and the activities related to them and 83.5 % of respondents claimed that such activities required their full attention. As many as 60.8% of the survey respondents said that activities using videos required them to think critically when working with them. Only 11.5 % of the survey participants said that working with video required little thought and only 0.9 % considered engaging in video activities as a waste of time.

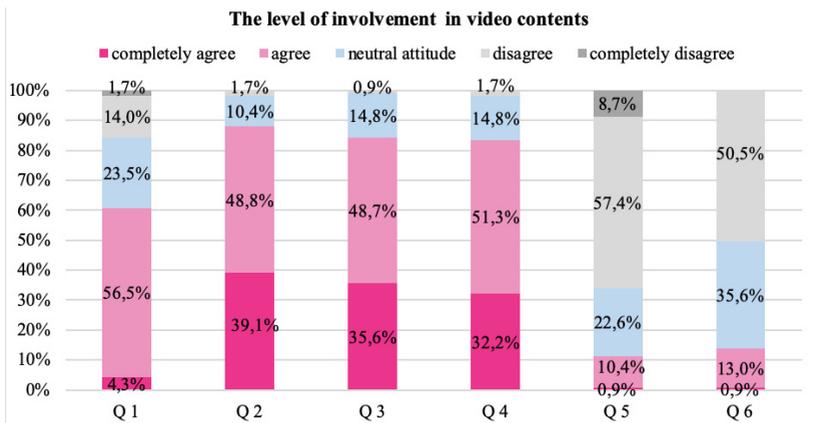


Chart 7: The level of involvement in video contents as perceived by the students (n=115)

Source: Own processing, 2019.

The last chart, number 8, shows how the participants of the research perceive the benefits of using videos, and media contents in general, in English language teaching for the development of their metacognitive and learning strategies: the use of video contents helped me to better understand the concept of a particular topic (87.8 %), the use of video contents gave me a deeper reflection on the subject covered (83.5%), the use of video contents was beneficial for my learning (82.2 %), the use of

video contents helped me better understand the concept of English (77.4 %) and the use of video contents allowed me to better connect ideas (75.7%). 54,8 % of students did not agree with the statement that using video contents had only little impact on their learning. Based on the questionnaire survey results presented in chart 8 we can conclude that the research participants – students of English - subjectively perceived using video in English lessons as beneficial for the development of their metacognitive and learning strategies.

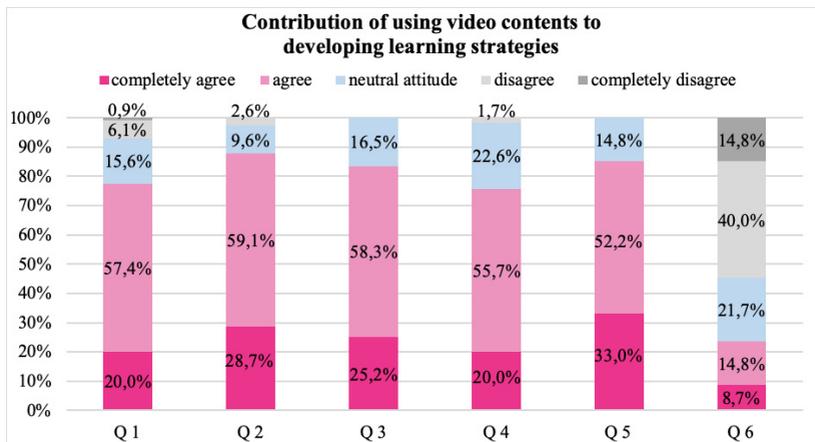


Chart 8: Contribution of using video contents to developing learning strategies as perceived by the students (n=115)

Source: Own processing, 2019.

Conclusions

The integration of video contents into English language teaching increases the level of students' involvement in activities related to these contents. The findings we find most relevant are that such activities require students to think critically and require their full attention. Activities that integrate video contents into language teaching are not a waste of time for students, and students do not agree that such activities require little thought. Based on the results of our research, we recommend integrating the video contents into the education process on a regular basis, ideally at every English lesson. According to the survey respondents' answers, the use of video reinforces their learning and metacognitive skills as it helps them to achieve better learning outcomes, a better understanding

of the concept of the English language or a specific topic, it also helps them to better link ideas and is an overall benefit to their learning. Testing using video contents gives us the opportunity to identify mistakes in understanding these contents, in our research we focused on mistakes resulting from uncritical work with assumptions or judgments. The feedback we obtain in this way enables us to target such mistakes and work with them. We recommend that educators develop their own tests based on the specific content used in the classroom which will stimulate students' critical thinking, reflecting their individual abilities and needs. In testing, we recommend using test techniques developing higher thought processes. As our research has shown, while these types of techniques are more demanding and less popular, their regular use leads to higher success rates. Integrated media content and related learning activities require students to think about and engage in such content, which we see as a prerequisite for developing students' critical thinking in education.

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Contact data:

Mgr. František Rigo, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

frantisek.rigo@ucm.sk

HOW BRANDS USE POTENTIAL IN E-SPORTS AS A MARKETING TOOL

Ivan Rokošný

Abstract

In this article, we focus on one of the rapidest growing industry at all. Digital games became the spectator sport, with millions in terms of viewership and revenue. In this contribution, we try to deconstruct e-sport as a modern phenomenon, and explain the complexity of the e-sports ecosystem. With specifically defined components, article also offers the view on the marketing potential of the e-sports for different brands.

Key words:

Branding. E-sports. Marketing.

Introduction

It doesn't happen often, that in practically couple of years some cultural phenomenon has enormous impact on global scale. E-sports rose from casual gaming and transformed geeky environment in the powerful industry with millions in revenue. Starting from fans, who modified classic games for fun and more competitiveness, completely new notion of digital games started to rise. Games transformed in to professional competition and spectator sport, with strong community and huge marketing potential. And it seems, that this bubble is not ready to pop just yet. In the article we tackle e-sports as a new cultural phenomenon, with focus on basic understanding of new form of organized play. We speak briefly about history and current place of e-sports and then we tackle its industry. How it is shaped, how can be viewed, divided and determined. It can be pretty chaotic, but with the help of analytical categories (components), we are able to define e-sports ecosystem and its core parts, which shape the multimillion industry. With understanding of how it works, we can closely look at the marketing potential for endemic and non-endemic brands, which is undeniable and still largely misunderstood. We offer concrete examples and point out assets but also risks, which can be found within lively and growing world of competitive gaming.

1 Understanding E-sports

Professional competitive gaming is one of the rapidest growing industries lately. Definitions of e-sports are pretty vague, due the nature of this cultural phenomenon. Talking about e-sports, we can see it as a form of competition (or even as the name suggests – sport) played by real people/players in digital environment. Even though there is still on-going debate over recognizing e-sports as legitimate sport (there are even talks about involvement at the Olympic Games), there is an undeniable fact, that digital games (and their environments) draw attention of more and more public. E-sports are being discussed in media, constantly growing worldwide and in last couple of years are becoming almost cult matter with strong and powerful fanbase. Though competition is not new within the digital gaming. If we talk history, even first computer gaming systems were based on challenge of skills. Good notable example is *Spacewar!* (1962), space combat video game, which is widely considered as one of the first gaming systems at all. Ten years after its release, Stanford University held so called ‘Intergalactic Spacewar Olympics’, where organizers invited participants in tournament.¹ In later years, with growing popularity in videogames field (companies such as Atari or Taito released extremely popular games, i.e. *Pong*² or *Space Invaders*³), digital games started to become massively favourite particularly within younger population. The most important shift for digital games being considered as ‘spectator sport’ was definitely the establishing practically global internet connection, which didn’t tie tournaments, leagues, players and fans to specific location. With the new millennium, new industry became to grow with rocket speed and created multi-billion industry with very bright prospects for the future (at least if we speak about money-flow). E-sports industry shares a many similarity with traditional sports (such as football or basketball) and is undeniable, that some of the characteristics of leagues, franchises or teams were inspired by the traditional spectator sports. The key difference is, that traditional (i.e. football) sports have natural development with economic and social factors considered in at least last one hundred years. On the other hand, e-sports are growing with its community since its inception

1 BRAND, S.: *Spacewar: Fantasic Life and Symbolic Death Among the Computer Bums*. [online]. [2019-10-24]. Available at: <http://www.wheels.org/spacewar/stone/rolling_stone.html>.

2 ATARI: *Pong*. [digital game]. Sunnyvale, CA : Atari, 1972.

3 TAITO: *Space Invaders*. [digital game]. Tokyo, Japan : Taito, 1978.

and plenty of regulations, systems and rules can be pretty unclear, vague and yet to determined. What it is clear though, is that e-sports have the potential (already proven at some levels) to become stable, growing industry which attracts strong, young community, and also sponsors, brands and at some point, even governments. For illustration how big and fast growing e-sport industry actually is, we attach the chart of the audience with prediction of future development. Occasional viewer is in this case considered as person, who watch professional e-sports content less than once a month, while e-sports enthusiast is person, who enjoys professional e-sports more than once a month.

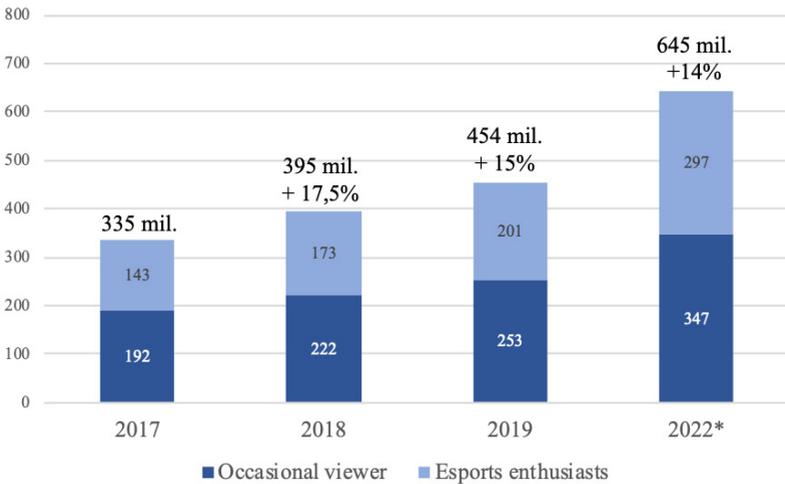


Chart 1: Rise of the audience of esports

Source: PANNEKEET, J.: *Newzoo: Global Esports Economy Will Top \$1 Billion for the First Time in 2019*. [online]. [2019-10-25]. Available at: <<https://newzoo.com/insights/articles/newzoo-global-esports-economy-will-top-1-billion-for-the-first-time-in-2019/>>.

As we can see, professional e-sports are global phenomenon, with hundreds of millions of viewers. Often ridiculed digital gaming practice is becoming pretty hot topic. Digital games often stamped as ‘waste of time’ are actually making breakthrough as a spectator sport and it doesn’t stay only in the online environment. With established organized ecosystem, consisting of leagues and tournaments, which we deconstruct later on, e-sports became pretty vivid also in real, offline world. Starting in South Korea, and later on spread practically all around the globe, massive tournaments with prize pools, sold out stadiums and active fans started

to appear. The numbers are big, and they will grow. This is drawing more media attention, which puts e-sports tournaments in comparison to traditional sport events. While still discussed the legitimacy of e-sports (by media), the popularity is in no question. Sensationalized news comparing prize money between e-sports and traditional sport are pretty common and rather useless, but at some point, they help to show the general public without basic knowledge about gaming and especially e-sports/digital games how big actually this industry became. Good example of using comparison, hit the worldwide news this summer. As reported, prize money for winner of Fortnite World Cup 2019 (prize pool was 30 million USD), where 16 years old Kyle 'Bugha' Giersdorf won, was 3 million USD.⁴ To put it in the contrast, professional tennis player Novak Djoković earned at the traditional Wimbledon tournament 2.8 million USD. As far as money speaking, there is no doubt e-sports can be more than just a 'thing for few underage gamers' and 'a waste of time'. Tickets for finals of major tournaments are being sold pretty rapidly, with big venues being sold out to the last seat. One of the biggest events in Europe – IEM Extreme Masters Season attended 174,000 visitors this year.⁵ In Asia, where e-sports thrive on popularity since its early beginnings, the numbers are even more fascinating. In 2017, during the world finals League of Legends World Cup, held in Olympic stadium nicknamed 'Bird's Nest' there was a crowd of 40,000 people watching live the final match.⁶ All things considered, e-sports are enjoyed in the big stadiums with massive events and strong fanbase. With others millions of viewers and fans enjoying it via streaming platforms, which can be considered as a form of 'sport networks' or online TV channels per se. Exactly as football, tennis or basketball. And its getting bigger.

4 HANBURY, M.: *This 16-year-old gamer is \$3 million richer after winning the Fornite World Cup.* [online]. [2019-10-20]. Available at: <<https://www.businessinsider.com/16-year-old-kyle-giersdorf-wins-3-million-in-fortnite-world-cup-2019-7>>.

5 WINKIE, L.: *Small towns are buliding esports meccas.* [online]. [2019-10-24]. Available at: <<https://venturebeat.com/2019/08/17/small-towns-are-building-esports-meccas/>>.

6 PEI, A.: *This esports giant draws in more viewers than Super Bowl, and it's expected to get even bigger.* [online]. [2019-10-24]. Available at: <<https://www.cnn.com/2019/04/14/league-of-legends-gets-more-viewers-than-super-bowlwhats-coming-next.html/>>.

2 Ecosystem within E-sports

E-sports rising as an industry, has its own ecosystem which allows to work, grow and theoretically make profit. Understanding the system can be rather problematic, especially because of power dynamics, which are not always obvious. But, there are some key components, which can be identified and make the orientation in chaotic world of e-sport gaming simpler. Author identifies those components as following: Teams, Games, Leagues, Platforms and Fans. In ‘Chart 2’, we provide very simplified version of linear dynamics within an ecosystem. The problem is, that these components are not necessarily exclusive, and ownership and power over those components can often overlap.



Chart 2: Linear model of esports ecosystem

Source: Own processing

2.1 Teams

As in any other spectator sport, the main ingredient are teams. Organized groups are consisting of professional players, which together compete in various leagues and tournaments based on main point of interest. Teams often compete in multiple e-sports games, so they cover more ground on the field. As in traditional view of sports, players have their trainings (individual or collective). In games such as *Hearthstone*⁷, there can be one individual representing whole team (Hearthstone being played as 1 vs 1 game), but more common are group of players, with specific tasks and own specialization which helps to maintain the proper balance to be competitive in specific game. While traditional athletes training is typically trained mostly for physical performance, e-sport players focus on training the mind, eye-to-hand coordination and strategic thinking.

7 BLIZZARD ENTERTAINMENT: *Hearthstone*. [digital game]. Irvine, CA : Blizzard Entertainment, 2014.

Logically, e-sport being less physically demanding, trainings are focused on what is necessary to be better in the game. That means also focusing on new updates, maps or style of play. Unified model for the team is non-existent. Every structure is dependent on the targets of specific teams. Some of them can have its own academy or all-female rosters for increasing gender equality in predominant male industry. Being a professional team, players represent the clubs on various platforms and are often tied with the contracts for the specific team. *“These teams are necessary to create sustainable environment for competitions at the higher level.”*⁸

The important and unbreakable rule for professional teams is, that they must remain financially separate from tournaments organizers for obvious reason – keeping the e-sports stable and transparent. The main motivation for the teams is success in specific tournament, league or event. This is accompanied with prize money from the events, which can help finance the organization of the teams. Although, prize money can cover expenses for players, success in tournament is being considered as personal/collective accomplishment and thing of a prestige and self-propagation. The main stream of money lays in sponsoring, which makes the biggest part of teams’ revenues. Various brands and popular personas enrolled in e-sports business are investing money in teams. Brands such as Red Bull expand their interest in sport industry and in e-sports business in the last decades. In exchange, teams are promoting the sponsors on their websites, jerseys and on social media. Overlapping with traditional sport is not unusual, with multisport franchises such as Paris Saint Germain or Galatasaray Istanbul (both famous in various sport fields – especially football) establishing their own e-sport teams. *“Furthermore, various national and international governing bodies have been established to oversee the rules and practice of professional computer gaming, and the World Cyber Games (WCG), an eSports tournament comparable to the Olympic Games for traditional sports, is held internationally each year.”*⁹ Professional teams are therefore licenced depending on the league and competition, there are also included of associations such as WESA (World E-sports Association) or IeSF (International E-sports Federation) for better regulation and control.

8 SCHOLTZ, T, M.: *eSports is Business: Management in the World of Competitive Gaming*. London, UK : Palgrave Macmillan, 2019, p. 62.

9 SEO, Y.: Electronic sports: A new marketing landscape of the experience economy. In *Journal of Marketing Management*, 2013, Vol. 29, No. 13, p. 1553.

2.2 Games

In its core, e-sports is professional gaming. So digital games are natural component of the ecosystem, which is crucial to the whole industry and are kind of whole sport for the industry. Games are provided by publishers/developers – companies, which are responsible for creative content, with own dynamics, setting and rules. As we discussed earlier, there are numerous of games, which became popular as spectator sport. With raising popularity, developers added many features which improve design of the games for not just the players, but also fans. Incorporating spectator modes, which allow fans to see more than the professional player (such as seeing behind walls or changing the camera angels), is one of the key features which shows, that games are being upgraded for multi-level engagement of the game. In response to the release of the virtual reality headsets, games such as *Dota 2*¹⁰ were even updated to include virtual reality spectating support. Some games were purely developed for e-sports needs, while others were updated after raising popularity in the fanbase. The publishers also host and produce licences for some of the largest competitions and leagues, which can give them opportunity to control the e-sport industry and create the main structure for the whole ecosystem.

The variety of games is pretty broad. Within digital games and game studies we come across many obstacles in defining or organising systems, due to nature of understanding this phenomenon as a whole. Generally, two streams of viewpoint on games are being established within scholars, but there are theories that those streams don't have to be in direct opposition. Narratology focus on games as cultural artefacts, which have their own story, and are viewed pretty much linearly as books or movies. Many game theorists agrees, that narratological analysis can be useful tool but not exact and right way how to approach games.¹¹ Especially in e-sports this may be problematic, because games as a competition lack any main storyline or plot, and focus purely on process and progress in notion of competition. Ludology, see games as a process, with own sets of rules, components and mechanics.¹² Considering collaborating

10 VALVE: *Dota 2*. [digital game]. Bellevue, WA : Valve Corporation, 2013.

11 JUUL, J.: *Games Telling Stories? A brief note on games and narratives*. [online]. [2019-11-02]. Available at: <<http://www.gamestudies.org/0101/juul-gts/>>.

12 JÄRVINEN, A.: *Games Without Frontiers: Theories and Methods for Game Studies and Design*. [online]. [2019-11-02]. Available at: <<http://www.bit.ly/35Bj1hn>>.

narrative, which games have, there is a problem with defining or categorizing game in one unified system. Genre theory has its strong limitations, but due that collaboration some of the genres are practically acceptable within gaming community (consisted of game developers and players). “*In addition to taxonomic characteristics, genre categories are defined by social conventions. (...) familiar genres become unstable and new genres emerge.*”¹³ Genre in digital games can be seen as mutual consensus about the game, which tends to overlap in various categories. Games are organised in groups by shared aesthetical components (such as angle of camera), or thematical similarities and models (horror, military or survival game). Even though borders are pretty blurry, there are established genres in e-sports, which can split this competitive ecosystem in categories or subsports. The dominating ‘genre’ in e-sports as a spectator sports are MOBA (Multiplayer Online Battle Arena), such as *League of Legends*¹⁴ or *Dota 2*¹⁵, where each player controls own character and is part of the team (usually 5 players). Most commonly, the main objective is to destroy opposing team main structure (base, town, etc.). The second most popular type of game within e-sports community is Shooter (often presented as FPS – first person shooter), where player controls own character (preferably from first person), which have own weapon as main object (game such as *CS:GO*¹⁶ or *Overwatch*¹⁷). Player can be again enrolled in the team or play individually with main goal being elimination of the most opponents while avoid of losing life of own avatar. Other genres popular in e-sports are Strategy (or RTS – real-time strategy - *StarCraft*¹⁸), Fighter (fighting games and simulators – *Super Smash Bros.*¹⁹), MMORPG (Multiplayer Massively Online Role-Playing

13 CLARKE, R., LEE, J., CLARK, N.: Why Video Games Genres Fail: A Classification Analysis. In *Games and Culture*, 2015, Vol. 12, No. 5, p. 446-464. [online]. [2019-05-05]. Available at: <<https://journals.sagepub.com/doi/abs/10.1177/1555412015591900>>.

14 RIOT GAMES: *League of Legends*. [digital game]. Los Angeles, CA : Riot Games, 2009.

15 VALVE: *Dota 2*. [digital game]. Bellevue, WA : Valve Corporation, 2013.

16 VALVE: *Counter-Strike: Global Offensive*. [digital game]. Bellevue, WA : Valve Corporation, 2012.

17 BLIZZARD ENTERTAINMENT: *Overwatch*. [digital game]. Irvine, CA : Blizzard Entertainment, 2016.

18 BLIZZARD ENTERTAINMENT: *StarCraft: Remastered*. [digital game]. Irvine, CA : Blizzard Entertainment, 2017.

19 BANDAI NAMCO STUDIOS: *Super Smash Bros. Ultimate*. [digital game]. Kyoto, Japan : Nintendo, 2018.

Game – *World of Warcraft*²⁰) and quite often various sports simulators are represented at tournaments (football – *FIFA*²¹ series, racing – *Gran Turismo Sport*²², etc.). Results in different surveys pretty vary, especially with emerging new genres such as battle royal games often just labelled as ‘shooters’). But it is a clear, that most popular type of games for spectators are MOBA games. This also reflects representation within tournaments, key events, and prize pools in e-sport industry. Also needed to be mentioned, mobile gaming is also making breakthrough in the e-sports industry with various genres, which helps even less to tie competitive gaming to the certain physical location.

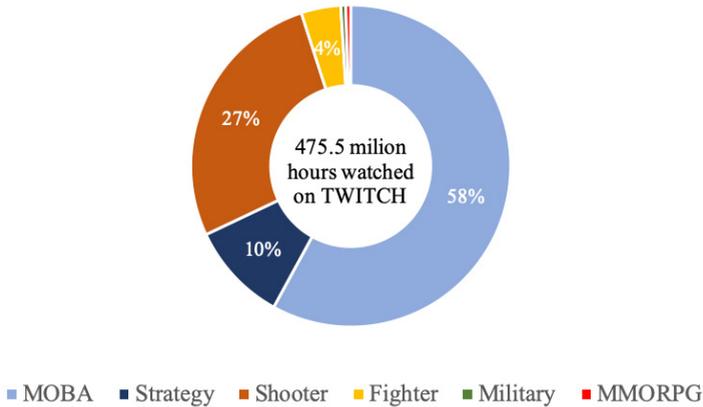


Chart 3: Representation of different genres in e-sports industry, based on watched hours on streaming platform Twitch

Source: *MOBA dominates Twitch e-sports*. [online]. [2019-10-25]. Available at: <<https://newzoo.com/insights/articles/esports-drives-21-3-of-twitch-viewership>>.

Even though e-sports are adopting in recent years more and more in the offline real arenas, the main stream for money-flow and whole community lays online. With deeper international interaction and connection, streaming platforms such as Twitch or YouTube suits as the provider of content for consumers. E-sport is a thing these days. But

20 BLIZZARD ENTERTAINMENT: *World of Warcraft*. [digital game]. Irvine, CA : Blizzard Entertainment, 2005.
 21 ELECTRONIC ARTS: *Fifa 20*. [digital game]. Redwood City, CA : EA SPORTS, 2019.
 22 POLYPHON DIGITAL: *Gran Turismo Sport*. [digital game]. San Mateo, CA : Sony Interactive Media, 2017.

why does it matter? There are many reasons, but possibly the strongest one from the marketing point of view is, that audience is diverse, young and hard to reach by the traditional marketing activities. With rapid growth and rather good emplacement in today's market, there are many possible ways how to join the flourishing ecosystem of e-sports. It can be profitable, but of course as in any industry, there are numerous risks that are needed to be taken into account.

2.3 Leagues

E-sports being a professional competition, there has to be a structure, which provides the platform for ranking, similar to the traditional collective sports structures (such as Bundesliga in German football or NBA in US Basketball). Game developers and publishers cover their own ground with providing these platforms for competition, but there are numerous third-party companies, that seek profit from organisation of the league, or tournament. *"In the current evolution phase of ecosystem, the game developers are the most important stakeholders, and they have the most power."*²³ Tournaments are much more preferable, with organising events with guaranteed prize money for the professional teams. In the return, providers of this services make profit on ticket sales and sponsored content, with brands interested in propagation of their products. Some of the competitions are held under the head of national cups or rounds, which can determine the best players from specific country, with possibility to qualify for the world cups. The whole structure is pretty chaotic, mainly because e-sports are basically multiple games (sports). Some of the tournaments being international, there are also legislative problems about permitting international players to attend these events. Laws are being updated to simplify the process creating associations to represent the players and their interest to compete globally. For example, Canadian Danny Le became in 2013 first pro gamer to receive an American P-1A visa, a category designated for Internationally Recognized Athlete and other countries follow the current trends of making e-sports accessible for the players (and fans).²⁴ Professional leagues are different from one-time tournaments, which are rather easier to organise. In most team-based e-sports, organized

23 SCHOLTZ, T, M.: *eSports is Business: Management in the World of Competitive Gaming*. London, UK : Palgrave Macmillan, 2019, p. 58.

24 GOOD, O.: *First 'Internationally Recognized' Athlete Visa Awarded to Pro Gamer*. [online]. [2019-11-02]. Available at: <<https://kotaku.com/first-internationally-recognized-athlete-visa-awarded-1091077937>>.

play is centred around promotion and relegation to move sponsored teams between the leagues within the organisation based on how team played during one-year season. This model is similar to the European model of traditional sports. The fine example is ESL League, owned by Modern Times Group, being considered as major league for *CS:GO* game incorporating 48 teams internationally, with its headquarters in Germany. Differently, cross-owned ownership and distribution of services started to appear with rising interest in viewership of e-sports. These so-called franchised leagues started in 2016 and are following North-American model incorporated in professional basketball (NBA), or American football (MFL). The main difference is, that all teams, backed by major international sponsor participate in regular matches without possibility of relegation. Though the details vary from league to league, teams have secured place in league with benefits for players such as minimal salary. Players can be signed on the contract, traded by the teams or let go as free agent. These franchised leagues are provided and mostly owned by game publishers/developers – Overwatch League being established by Blizzard Entertainment, which is currently being played in Los Angeles, with adapting the traditional home/away system in 2020. Publisher Take-Two Interactive actually partnered with NBA to create NBA 2K League using the NBA 2K game series. Another game developer company Activision is also planning to launch 12-team based league for *Call of Duty*²⁵ following a similar model to the Overwatch league in 2020 too.

2.4 Platforms

Platforms suits as middle-man between the e-sport and fans. Compared to traditional sports, where professional football match is streamed to viewers via sporting networks, which purchase licenses for specific league/sport (i.e. in Slovakia company DIGI being exclusive supplier of the English top tier football league Premier League on its own channel Premier Sport). Dominating media in the world of e-sports is definitely the internet. Even though with rising interest in general public other media are far behind and doing only informative service. Rare articles in print or in TV news are rising worldwide, even in Eastern Europe. Even though Slovakia doesn't have any program in television which covers e-sports, in neighbouring Czech Republic, popular TV network for younger audience Prima Cool started to air in 2019 weekly magazine about news in world of e-sports called COOL ESPORT. Apart from informing the public and the

25 INFINITY WARD: *Call of Duty: Modern Warfare*. [digital game]. Santa Monica, CA : Activision, 2019.

fanbase about the current events, internet platforms are most important in reaching its target audience. Due to nature of professional e-sports gaming, viewership on the internet is considered as one of the main factors in growth of the industry, with millions of people watching people streaming their gameplay and also licensed matches, tournaments and leagues. The dominant player in this field since its inception is Twitch, launched in 2011. Video live streaming platform, which primarily focuses on digital game live streaming. While coverage of major live events brings the largest viewership counts, popularization of streaming services and e-sport industry itself has allowed to broadcast individual gameplays for many internet personas. Influencers started to rise and Twitch became self-propagation tool, which feels like social media for numerous individuals. These individual broadcasters can enter the agreement with the Twitch, in which they receive a portion of advertisement revenue from commercials which run on the stream while they provide creative content. In last year, Twitch had 15 million daily active users and this number is likely to rise, considering growth of popularity of whole industry.²⁶ Twitch is main supplier of the content, which is shown in the exclusive deals with the developers and publishers over their sponsored and franchised leagues. Both Overwatch League and selected Blizzard e-sports Championships have lucrative deals with the Twitch, offering also special bonuses in the games itself for the prime users.

Being a very hot article on the market, mega companies such as Google or Facebook also join the race of the e-sport viewer in the streaming field. The most popular video website YouTube (owned by Google) started its own app called YouTube gaming, which focuses primarily on gaming content and e-sports tournaments. Facebook also offers its users to watch, stream and share creative content. All these services provide accessible ways on how to watch favourite major events, and are filled with sponsored content and ads, which secures revenue. Just for example, last year's League of Legends World Championship finals (hosted by publisher Riot Games) showed that almost 100 million viewers turned in to the event online (on various streaming platforms). For comparison, last year's Super Bowl had 98 million unique viewers (the smaller viewership for the event since 2008). These platforms suit as the best way of promotion for minor brands, who are not dominant in the market (and control of actual games) via simple ads for a fee, which can reach its final target – fans.

26 IQBAL, M.: *Twitch Revenue and Usage Statistics*. [online]. [2019-10-29]. Available at: <<https://www.businessofapps.com/data/twitch-statistics/>>.

2.5 Fans

Fans are the last component of the linear model of ecosystem, where they are viewed as consumer of the provided content. Generally, we can define them as people who watch e-sports – live and online. Even with the rapid growth, we can identify fans as mostly male, educated and affluent. They are (or should be) most important for all the other parts of the ecosystem, since it's them, who bring the money. Watching ads, purchasing goods, attending tournament and buying tickets, in-game content or new versions of the games. Each game (same as sport), has its own unique fanbase with specific dynamics and is quite often, that they are interested in only specific game. Fans are crucial and can have influence on publishers, teams, players even brand actions.²⁷ The difference with traditional sport, e-sport are more accessible to the team executives and league officials, due to the nature of whole connectivity and internet literacy. This means deeper relationships and healthy community, which have enormous economic potential for all the parties involved in the vivid ecosystem. Increasing numbers in profits and fans following their favourite sport/teams/players don't lie.

3 Marketing in E-sports

As we can see, e-sports are functioning as global ecosystem. All things considered, there are many ways how brands can use the potential. Speaking about brands, there is one point, which have to be cleared. Talking about marketing possibilities, there are two different kinds of brands. Endemic brand is any product, created by company which directly participate in the sector. Namely software developers (game publishers), hardware creators, etc. When Analysing the sector, one survey examined sponsorship of top 20 e-sports teams by prize money won, and 19 of the biggest e-sports events in the world by viewership, sponsorship and prize money. The survey results showed, that over 88% of all team deals and 65% of all event deals analyzed are with endemic brands.

27 For more information, see: HUDÍKOVÁ, Z., TAR, M.: Facebook community and its communication habits. In MATÚŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity : Digital Life – part II*. Trnava : FMK UCM in Trnava, 2015, p. 385-398.

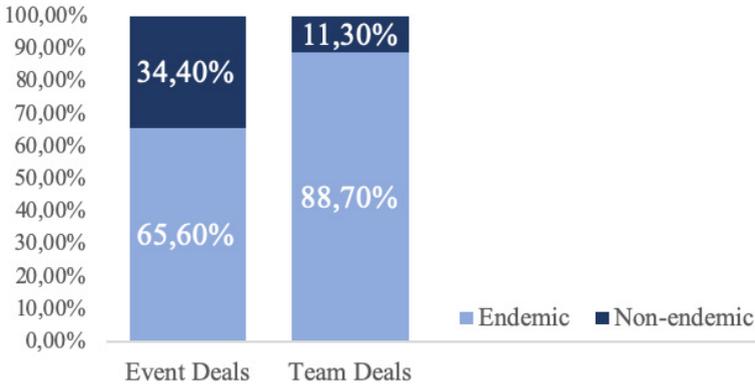


Chart 4: Shares of sponsorship between endemic and non-endemic brands

Source: NICHOLS, M.: *Endemics vs Non-endemics: eSports expanding its sponsorship horizons*. [online]. [2019-10-30]. Available at: <<http://sponsorship.org/wp-content/uploads/2017/08/Sportcals-Endemics-vs-Non-Endemics-eSports-expanding-its-sponsorship-horizons.pdf>>.

Major sponsorship deals and money flows through endemic brands. But with rapidly growing popularity more and more 'traditional' brands are interested. Non-endemic brand is basically defined as any brand, with products or services which are not in computer/gaming business. Despite obvious growth of the industry, field can be considered as unknown for the promoting purposes. There are several issues, why brands are only slowly expanding in to this sector. The major issue can still be problem with public understanding and awareness. E-sports only slowly change their shape from recreational gaming to massive industry in the eyes of general public, without strong media awareness outside of community. Without understanding, engagement can be pretty problematic. E-sports, which is growing past couple of years is still in its infancy. Constantly changing structures, updating them and remaking established models without centralized structure worldwide, brands executives can see e-sport as quite unreliable and hardly predictable. Even though these and more issues, sponsorship makes the biggest cut speaking about revenues for teams and events and non-endemic brands are crucial in many major events and teams. The biggest global players in car manufacturing, beverages or food industry are slowly dipping in the waters of e-sports, so it is not unusual to see tournament sponsored by Coca Cola, Mercedes or even Walmart. Survey, which conducted data from major events and teams confirms, that variety of non-endemic brands in e-sports is pretty broad.

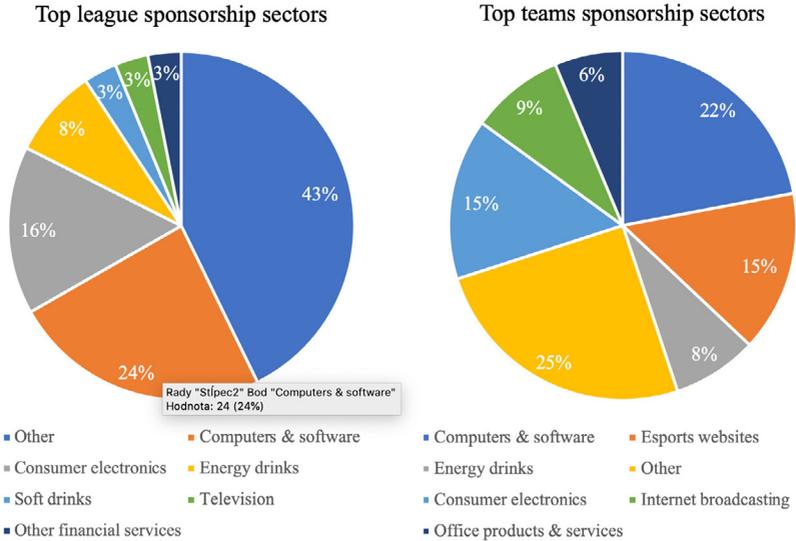


Chart 5: Sectors of non-endemic brands in the e-sport industry

Source: NICHOLS, M.: *Endemics vs Non-endemics: eSports expanding its sponsorship horizons*. [online]. [2019-10-30]. Available at: <<http://sponsorship.org/wp-content/uploads/2017/08/Sportcals-Endemics-vs-Non-Endemics-eSports-expanding-its-sponsorship-horizons.pdf>>.

And how it is done? Big brands tend to close down lucrative deals with unique rights. Every major tournament and internationally well-known team are at least partly sponsored by non-endemic brand. And the deals are huge. For example, national championship of e-sports in Czech Republic is in 2019 sponsored by Vodafone. MVP award (most valuable player) was presented at the ESL tournament as ‘powered by Mercedes-Benz’. But the community is too big and too diverse to be covered just by some major sponsors. The marketing potential lies practically in every component of e-sports ecosystem. Payed ads on streaming platforms can help reach the audience same as commercial are shown in television during major event such as Super Bowl. Twitch is being great example as major streaming platform, which runs on memberships, but ads marketing strategy is still major income for the company. Platform also partners with streamers, who are getting percentage of fee payed for subscription. This motivates more and more younger viewers to be active and as a result, the community is growing. A part from share from the subscription, streamers also make revenues from donations from their followers. That takes us to another form of marketing potential.

Brands can actually use streamers themselves. Being famous internet personalities with stable fanbase of unique viewers, they have a huge role in promotion endemic and non-endemic brands as well. So called influencer model is applied and gamers can promote i.e. specific energy drink or gaming station as preferred. Prices can range depending on number of subscribers and views. Merchandise and tickets are being sold to fans by teams, game developers, who also can use marketing potential of their own game (advertisement directly present in game itself). Basically, every part of the ecosystem can be branded and therefore huge world conglomerates and also small businesses can participate. We attach detailed ecosystem model with all the money-flow considered in the e-sport industry showing 5 components (used in simplified linear model): Teams (divided with players – because of marketing potential of their own), Platforms, Leagues (competitions divided by ownership – third party or by direct publisher of game), Games (publishers) and Fans. We also attached ‘Brand’ components, which owns the major control over whole ecosystem due to sponsorship financing, so therefore it is in position of financing/sponsoring all the rest.

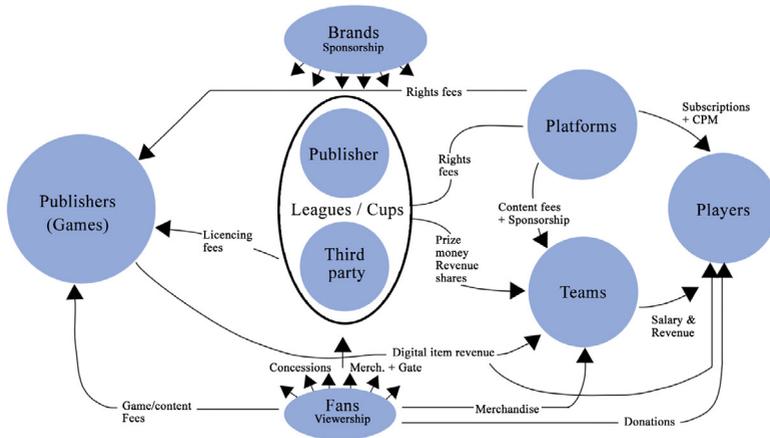


Chart 6: Representation of different genres in e-sports industry, based on watched hours on streaming platform Twitch

Source: Own processing

The model simplifies functioning of e-sports as industry within its own micro world. More and more brands are trying to push forward to be part of the global phenomenon, but as we stated, there are still many risks and unknown factors. Especially being pretty recent global hit

can be problematic for some brands, specifically because they do not understand the community and whole industry. Even with numbers growing concerning revenues and viewership (occasional or enthusiasts) some economists agree, that there is just a little time for brands to use open window of opportunity in this industry. Community is pretty vivid, but often faithful to the brand and uses different communication tools within its world. Fans are more engaged with every other part of the component and sponsors should be keeping that in mind. There is no doubt, that e-sports have enormous marketing potential, which is slowly acknowledged by major brands with global impact and millions in the brand expansion. But even small brands, businesses and start-ups have the opportunity to contribute and with smart marketing campaigns (i.e. guerrilla marketing or local sponsorship deals with teams or players) even be profitable in the flourishing industry. E-sports is young, global and internationally connected, therefore space for brands is almost unlimited. With that in mind though, market can be pretty dynamic, diverse, unstable and even unethical at some point (i.e. gambling or addiction factors comparable to traditional sports).

Conclusion

Practically, in last decade there was a major shift in the world of digital games. With the rise of online environment gaming became professional, widely recognized spectator phenomenon, with millions in revenues and viewership. As we mentioned, e-sports, despite being massively popular still can be viewed as on the beginning of its journey. Similarly, to the traditional sports, e-sports have own ecosystem, which shares power dynamics between individual components. However, these dynamics can overlap, therefore company publishing game (creative content) can also organise leagues or tournaments. Apart from that, many third-party companies are getting in to e-sports business because of a merely new opportunity in the open market. Still in its infancy, e-sports are making breakthrough in every single part of the world, and in some numbers already overpowering traditional sports in terms of viewership or revenues. Understanding that, it is clear, that marketing potential inside this industry is huge. Lucrative contracts are being signed and only next years will show the further development, which will shape professional and international platforms. Like in every functioning economic system, endemic brands are natural, inseparable part of it, but non-endemic brands tend to show being crucial in some marketing activities. With

that in mind, even though market is global, it is still pretty unstable and risky for the investors, who dive in the world of e-sports despite lack of knowledge about the target group and gaming community – which is considered substantial, but also educated and partly resistant to traditional marketing strategies. Speaking globally, there are big conglomerates that already control/sponsor the major events or teams, but marketing potential exists also for smaller businesses in smaller measures – especially in local or national scale for teams, leagues but also ads and sponsored content. Sponsorship makes majority of revenues for teams and organizers, while prize money is more about prestige and further propagation – thus potential to expand lays obviously here. To conclude, e-sports risen at extreme speed to unimaginable scale, and is doubtful, that this trend will slow down in the following years. Even though the industry is growing, we can see it as fragmental in stand-alone components, networks and leagues and tournaments. All of them can be pretty chaotic and borders sometimes pretty blurry. Therefore, successful marketing requires industry know-how. That means listening and engaging with gamers themselves in order to anticipate their needs and exceed their expectations.

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Contact data:

Mgr. Ivan Rokošný

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

ivan.rokosny@fmk.sk

INSTAGRAM JOURNALISM

Lucia Škripcová

Abstract

Instagram journalism – the trend where professional journalists use their Instagram profiles to report news and share information live – is slowly gaining traction. Instagram as a platform is used for a more personalized way of newscasting – the journalists usually provide further explanations to news reports, or they provide much needed context to them, which puts Instagram journalism to a bit of a contrast to traditional journalistic methods. We try to answer the question whether it is possible to put Instagram journalism as its own subgenre of journalism, or if it is just a potentially short-lived trend made possible by today's technological advance.

Key words:

Information Sharing. Instagram. Journalism. Newscasting.

Introduction

When talking about news reception, information sharing, consumer preferences and their habits, we soon come to the fact, that the transformation of the audience is a steady and seemingly never-ending process which does not seem to be ending anytime soon. Especially when we look at consumer preferences – whether it is the platform they are getting their information or entertainment, there always seems to be a new company setting up shop, successfully luring pre-existing consumers from different platforms. One of the most prolific examples has been the fall of Facebook as the social media of choice for many young people, as they slowly moved away from Facebook to other platforms, such as Instagram. This trend, noticeably, has not ended in horizontal fusions of different media companies, quite the opposite seems to be true – Social media companies slowly spread out and diverge from each other, at least on the surface. While media convergence was supposed to be a consequence of our technological advance, according to Jenkins, the contemporary convergence is a cultural turnover, in which the consumers create their own information networks out from a network of dispersed media content.¹

1 JENKINS, H.: *Convergence culture: Where Old and New Media Collide*. New York, London : New York University Press, 2006, p. 3.

What we are currently experiencing are the so-called fluid media, as described by Moravec, which tear down the barriers between various opposite models like information/entertainment, private/public communication, content consumer/producer, etc.² Instagram journalism is one of the movements that has emerged out of this trend. This terminological term refers most often to authentic social media profiles of professional journalists, who use their profiles to do reporting and provide some form of added value to their follower, either in providing additional information or providing more context for the conventional reporting, or answering questions directly from other people. This is not possible in a more traditional media form and as such can provide further context for the consumer. This might have an exacerbated effect in the socio-cultural context of Slovakia, where the news reporters and their work are primarily viewed through the lens of the news itself, not the person reporting it. The journalist is often considered just as some kind of intermediary for the reporting. In contrast to this, in Instagram journalism, the reporters and journalists are in the spotlight instead of the information they provide. On one hand, this can drive recipient interest, but it can also prove to be a double-edged sword, as if the consumer does not like the way a journalist reports news, he or she might shift that dislike onto the content itself, which, in case of fact-driven news reporting, might have nothing to do with the journalist in question.

1 The Story So Far

Instagram journalism as a trend started gaining traction in Slovakia roughly in 2018, while 2019 was the year that this trend has boomed so far. Up until that point, the border between journalists and celebrities or influencers on social media was crystal clear. Instagram journalism emerged when journalists started to use their own profile not as private citizens, but as actual reporters by using consciously a form of selfbranding by starting to report news in their professional capacity with the goal to inform and care about the followership on the platform, despite the fact, that their profession might not explicitly require them to do this. This means, the content made for the social media platforms is made in free time and can be considered a form of altruism, if anything.

2 MORAVEC, V.: *Média v tekutých časech: Konvergence audiovizuálných médií v* ČR. Prague : Academia, 2016, p. 19.

Cases, where the media company requires the journalist in question to produce content on their social media profiles do pop up, but are of no interest for the research in question.

The success of Instagram journalism has been driven by multiple factors. The most important one, however, was the encroaching disconnect between the supply and demand of media content. Mainstream media are slow to react to the changing landscape of content creation brought by technological changes in society. The younger the audience, the harder it is for the traditional media houses to reach them. Another factor is the diminishing exclusivity on information in time. Whilst in the past, information exclusivity was provided for long stretches of time and news companies were able to report the news and shape it, today's landscape where information flows to the audience and the media at the same time does not allow for such burdensome way of content creation. Media content has to be reproduced in a faster and more concise manner. Another factor is the ongoing fragmentation of media content creation, where on the one hand media companies do skew their content in the context of their stakeholders, and on the other hand they fragmentize the type of content they offer to consumers – online and print issues of newspapers, videos, podcasts, infographics, even social media posts stemming from the official media accounts on social media platforms. This widening of content production is a consequence of digitalization, which is the main factor of media convergence, according to Jakubowicz. All this causes dematerialization of media, where they slowly detach themselves from their original platforms³, together with deinstitutionalization and de-intermediation, as per Švecová.⁴ The recipient is then exposed to multiple information sources vying for his attention and multiple interpretations of the same reports by multiple journalists. This is probably why opinion leaders in journalism are on the rise now – these opinion leaders simply report directly to their own platform and assume, that the turnover rate of the content will be minimal. This also influences the current societal trust issue which causes friction between the society, media and politics. The loss of confidence in traditional media can be seen in the rise of alternative facts media, which are gaining popularity in spite the global fight against fake news. Opinion leaders – well-known

3 JAKUBOWICZ, K.: *Nová ekologie médií: Konvergence a mediamorfóza*. Zlín : Verbum, 2013, p. 16-17.

4 ŠVECOVÁ, M.: *Žurnalistické žánre: Webová žurnalistika*. Trnava : FMK UCM in Trnava, 2017, p. 21.

journalists with good self-branding create a form of assurance for the recipient, where the personal stake in their content creation creates a bond of trust between them and their audience. This trend is a sort of a continuation of data journalism, as Radošinská mentioned,⁵ but with the difference that the data statistics and analysis is simply moved to another platform – which in this case is Instagram – with the outcome of quick insight into the data, remaining the same.⁶

The factor that differentiates a private social media profile from a social media journalism one is the aim of its communication. With most private profiles of journalists, they simply repost content from their parent company to raise awareness about an issue for example, or they might try to build brand awareness (their own or their parent company) by doing content. With Social Media Journalists, their aim is to first and foremost inform their audience, provide context for their reporting or to link information that has been reported together with new reports. In its own way, Instagram journalism in Slovakia in some cases completely supersedes existing individual media literacy, as individuals are fed the contexts, connotations and pre-filtered information. The simple fact, that the person who the individual is following is a professional journalist creates an immediate sense of objectiveness validation when it comes to content consumption from said journalist. Of course, this sense of objectiveness and the whole relationship is based mostly on abstract terms like morals, ethics and trust, as journalistic content on Instagram is not currently legislatively regulated, so it is mostly a question of morals and competition for the journalist to produce verifiable content. It is also questionable, whether the parent company of a journalist who would produce malicious content on his site would allow for such a person to remain unlitigated or unpunished in the long run, as the journalists usually represent their company unless otherwise stated in their pieces. We show that Slovak journalists who are active on Instagram adhere to a high degree of verifiability and produce objective reporting in most

5 RADOŠINSKÁ, J.: Multiplatformové novinárstvo v kontexte mediálnej kultúry. In PRAVDOVÁ, H., RADOŠINSKÁ, J., VIŠŇOVSKÝ, J. (eds.): *Koncepty a praktiky multiplatformovej žurnalistiky: Slovensko v sieťach digitálnych diaľnic*. Trnava : FMK UCM in Trnava, 2017, p. 108-109.

6 KOLTAIOVÁ, A.: Dátová žurnalistika. In PRAVDOVÁ, H., RADOŠINSKÁ, J., VIŠŇOVSKÝ, J. (eds.): *Slovník vybraných pojmov z mediálnych štúdií: Kľúčové termíny v súčasnej mediálnej komunikácii*. Trnava : FMK UCM in Trnava, 2016, p. 33.

cases. Opinion pieces and commentative content is also produced at minimum, most content produced by the abovementioned journalists falls under news reporting, and any personal opinions are very clearly detached from the report made.

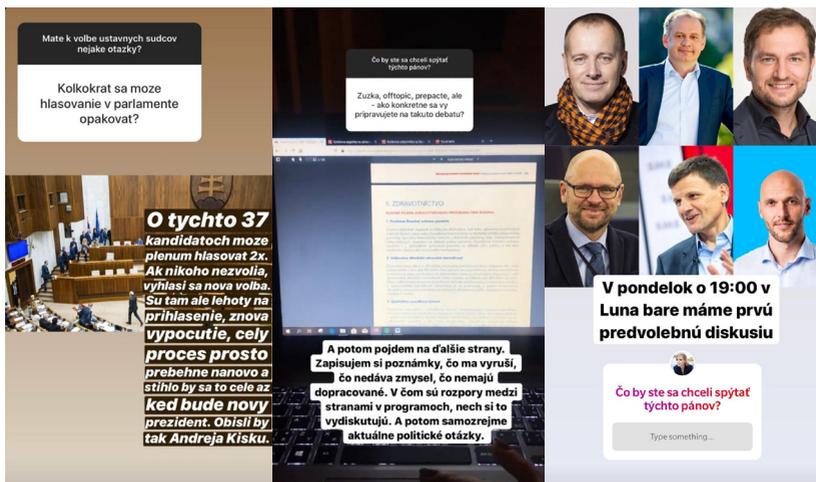
2 The Data So Far

There is a relevant number of Slovak journalists, upon which we could underline the emergence of Instagram journalism. These are Zuzana Kovačič Hanzelová (SME), Adam Valček (SME), and partly Viktor Vincze (Markíza), Monika Tódoová (Denník N) and Marek Vagovič (Aktuality.sk). The latter named 3 journalists are showing some content that would not be normally considered to be private, but mostly stick to showing how the day-to-day experience of a professional journalist looks like. Additionally, Viktor Vincze's content is mostly focused on raising awareness about environmental issues, and while certainly these are in the focus of mainstream media currently, there is only little reporting done on other topics, albeit the little he did was a thorough reporting on some interesting issues, like why Bratislava to this day lacks a subway network. Zuzana Kovačič Hanzelová and Adam Valček both post either pure professional reporting in their content or a combination of journalistic content and their personal lives.

Hanzelová mostly posts actual non-personal journalistic content on her profile, which currently has 36 600 followers. Her professional focus is mostly on politics, which is heavily reflected on her content on Instagram. Her content is mostly centered around reporting and creating political connections, sharing polls, and contextualizing political events, and lastly doing general news reporting in a short concise way by sharing the 3 most important news of a day every day. Whilst doing news reporting on a scale this small might be considered detrimental, her target audience usually shies away from getting general news information, or does not care enough about it. The news selected in between the months July and December 2019 mostly corresponded to generally the most important news in most Slovak media news reports, which means she is not exploiting her position as a news gatekeeper in any way. The most prolific way her content is made, though, is through direct communication with her audience. More often than not, her content is made via posting an "Ask me anything" sticker in her instastories. This serves multiple purposes – She has perfect information about the preferences and knowledgebase

of her audience, which means she can tailor better individual content for it. When responding to these questions, it makes the person she is responding to feel the connection with the content creator in a more deep, intimate level. Also, this way, the audience gets answers from a more refurbished view on their questions, which in turn helps them, as currently it might not be possible for everyone to sift through multiple media outlets and make the connection to sometimes seemingly independent facts. The other method used by Hanzelová is to answer questions during live-streams on Instagram. Usually, this happens during the evening hours, where she cooks her dinner or other times where she probably does not need to focus on doing a single task. Most often, the questions fall under one of three categories:

- General questions about her personal life;
- Questions regarding her profession as a journalist;
- Questions regarding the current political news and/or explanation of some political connection or context.



Picture 1: Screenshots of Instagram stories from Zuzana Kovačič Hanzelová
Source: Zuzana Kovačič Hanzelová. [Instagram profile]. [2019-12-10].

Opposed to Hanzelová, Adam Valček, who currently has 21 100 followers, has little to no personal life-based content on his Instagram, as almost every piece of content produced is purely journalistic. Another huge point of differentiation are often series of instastories revealing and reporting in-depth about specific topics, which can be defined as actual investigative journalism. A typical example can be the Gorilla scandal,

which has been resonating in Slovakia back in 2011 but new findings have resurfaced this year and the topic has gotten traction yet again. Due to this, many people may be lacking the required knowledge, or simply do not have to remember some of the details which have now become important and the mainstream media simply do not offer the coverage the recipients need in order to understand the topic. This is why Valček did a series of 55 instastories, where he detailed the topic from its inception in 2011 up until the current state of affairs, whilst giving his audience the option to ask additional questions at the end of this endeavor. He applied this methodology to many other topics that have far reaching societal consequences, in addition to covering these topics in his professional capacity in his work for SME. Furthermore, he also shares what he uncovered in his work to map out shell companies which own or have stakes in big and important Slovak companies, mostly because people usually do not have the time or the resources required to work connections like these out, even though most of the information might be within the public domain. Like Hanzelová, Valček also uses some instances of live streaming via Instagram, but in a completely different setting from his colleague. Most of the live streams are done within the offices of SME, where he answers questions from viewers together with his other colleagues from the office. What is unique though, are the live interviews he sometimes conducts, where the viewers are able to ask questions to both him and the interviewee, essentially without moderation. This could be considered to be pushing the borders of what Pravdová defines as prosumers – consumers with some limited options of participation in their content, such as game shows.⁷ This case really broadens the possibilities of interaction and can reflect the negative side, due to a lack of question moderation.

7 PRAVDOVÁ, H.: *Determinanty kreovania mediálnej kultúry*. Trnava : FMK UCM in Trnava, 2009, p. 161.



Picture 2: Screenshots of Instagram stories from Adam Valček

Source: Adam Valček. [Instagram profile]. [2019-12-10].

Conclusion

Whilst trying to put the trend of Instagram journalism into a broader context of journalism subgenres, we encounter some difficulties when trying to assess it. This trend cannot be considered a classic form of journalism, as although the communication is asymmetrical, but is not anonymous. The communicator, in this case the journalist, is working with exact data on his target audience. He knows the exact impact of his content, the reach, etc. The interaction between the communicator and the recipient is direct, there is no limitation on the feedback the communicator can receive. Despite this, we can still define it as a media communication form, where on the one hand we have a professional communicator and the audience on the other. We could also try to define Instagram journalism as a subgenre of data journalism, but we cannot assess whether it is just a trend to use the platform of Instagram or if it is going to settle on social media platforms as its main outlet platforms. To further complicate things, the audience participation is a non-trivial factor that should further help us define Instagram journalism. The audience is able to interact with the communicator, albeit in a limited way. Despite this, the interaction is the main driving force in evolution of Instagram journalism, as it directly dictates what the current consumer demand and preferences are. To summarize, it is not currently possible

to draw clear conclusions on whether or not Instagram journalism is a clear-cut subgenre of digital journalism, or even if it is here to stay. It is completely within the realm of possibilities, that once the pioneers of Instagram journalism shift their priorities away from providing content on their social media profiles, and no one else will continue to saturate this audience, the whole trend might end up slowly fading away.

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Contact data:

Mgr. et Bc. Lucia Škripcová, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
luciaszkripcova@gmail.com

SOCIAL MEDIA – HOW, WITH THE HELP OF THE ONLINE TOOLS, THE ECOLOGICAL PROBLEMS COULD BE SOLVED IN THE OFFLINE ENVIRONMENT

Martin Vanko

Abstract

In recent years, social media has become a unique tool not only for the effective communication of eco-friendly products but also the tool that serves as a fundamental pillar in the long-term public opinion formation, increasing awareness of environmental and ecological education, that could positively impact the offline environment. The offered paper tries to show the power of social media, especially in the context of environmental problems. At the same time, the author illustrates the results of the conducted research with the help of Generation Y's example. Based on the results of the research, Generation Y is the one most using social media, but not always for fun, exchange of personal views, thoughts or approaches with other users. On the other side, it is essential to think of the attention that should be paid to the product producers and service providers themselves, even though their policy may aim to increase awareness on mindless consumerism and recycling. In cases when we know the location and needs of our target audience, it is important to effectively combine entertainment with the less expected education.

Key words:

Environment. Environmental Problems. Instagram. Social Media. Social Networking Sites.

Introduction

*'It was not that long ago when one of the biggest online advertisement requestors, Procter & Gamble, announced that after the limitation of their digital budget by 140 million, they did not feel any negative impact on sales.'*¹ As per Farkašová, digital marketing manager in the American advertising agency PI&C, it can be stated that brands, companies, and firms in 2019 begin to realize the over-saturation of media space, and it is getting harder to stand out from the competition. This is precisely why, in this paper, we are focusing on online tools. Profitability and earnings should not be perceived as a primary objective but the formation of the

1 FARKAŠOVÁ, M.: *Tajomstvo social media manažérov (Highlighty #36)*. [online]. [2019-10-29]. Available at: <<https://www.linkedin.com/pulse/tajomstvo-social-media-manažérov-highlighty-36-monika-farkašová/>>.

public opinion, impact on the individual consumer's publicly responsible behavior with the emphasis on environmental problems. The author presents the results of the conducted survey with the participation of 400 respondents, with the focus on Millennials, Generation Y, on places, where in the online environment they are spending time, ways of the time spending, and on further steps that after being influenced online, they are ready to do offline. Mostly it is due to the fact, that our digital era in 2019 gives social networking sites users a big power: a lot of content is not only being forwarded or consumed in one way but also created by users.

1 Social Media – Educational Tools of the 21st Century

The introduction to the first chapter is dedicated to the basic definition of the theoretical basis for social media, mainly because of the terminologically in equal views of most of the theorists on the subject matter. In the basic definition, we advocate Rajčák, who validly sees social media as a relevant tool for effective communication of clear promotion messages to different target groups.² Karlíček a Král agree with Rajčák and mention unlimited access of the individual users to social media. Although they are quite skeptical of the aforementioned theoretical definition, nowadays, in 2019, social media is not being perceived as some new phenomenon as it was back in 2011.³ Scott recognizes that thanks to social media, the individual users can exchange their thoughts and views, despite having textual or audio-visual form.⁴ In terms of general definition, we advocate Janouch, who believes that social media do not have stable form mainly due to their constantly changing nature. On the other hand, he states that they are not intended for propaganda or advertisement.⁵ Based on the experience, we can not agree with the last statement. Even when selling or profitability are not primary goals, social media can be an effective tool for any propagation support.

2 RAJČÁK, M.: *Marketingová komunikácia v digitálnom veku*. Trnava : FMK UCM in Trnava, 2013, p. 34-35.

3 KARLÍČEK, M., KRÁL, P.: *Marketingová komunikace – Jak komunikovat na našem trhu*. Prague : Grada Publishing, 2011, p. 182.

4 SCOTT, D. M.: *Nové pravidlá marketingu a PR*. Bratislava : Eastone Books, 2010, p. 38.

5 JANOUC, V.: *Internetový marketing. Prosad'te se na webu a sociálních sítích*. 4th Edition. Brno : Computer Press, 2013, p. 210.

Janouch believes that having a community that is capable of forming not only a positive awareness but can also spread a good word, is the main pillar for social media communication.⁶ Arica perceives social media as very fast, interactive, and unlimited at the same time.⁷ This point of view is being supported by Ďurišová, for who aforementioned facts make the biggest advantage of social media in terms of digital marketing. *Their shift is becoming economically more profitable*.⁸

In terms of terminological division, we are on the side with Mayfield, who divides social media into the following groups: social networking sites, blogs, wiki, podcasts, forums, content communities, and micro-blogs.⁹ To the question of whether it is possible to use social media as an educational tool, Fuchs answers positively because he interprets social media more like an information service that, from his point of view, needs to focus more on the support of the social interaction.¹⁰ Our understanding of social media as a relevant educational tool of the 21st century is supported by the conducted in September-October 2019 questionnaire focused on raising awareness on eco-innovations on social network sites within the Generation of Millennials. We are addressing it in the next part of the proposed paper. The reasons for the specific targeted groups time spending on social media is the essential information of the research. 13,5 % of the respondents use social media for entertainment, 1,7 % of the respondents use social media for education, and 81,8 % of the respondents use social media for both entertainment and further education. Along with that, 3 % of the respondents had marked the field "other", where the most common answer as a reason for the time spent on social media was work.

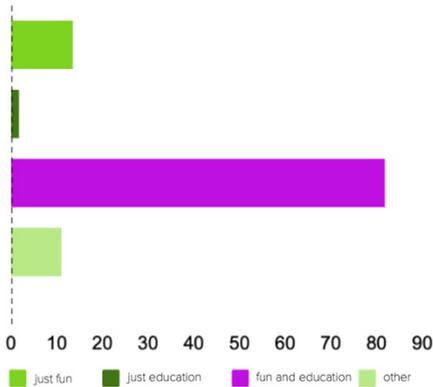
6 JANOUCH, V.: *Internetový marketing. Prosadte se na webu a sociálních sítích*. 4th Edition. Brno : Computer Press, 2013, p. 210.

7 ARICA, M.: Vplyv sociálních médií na správanie spotrebiteľov a marketing. In *Ekonomía a podnikanie*, 2013, Vol. 7, No. 3, p. 56.

8 ĎURIŠOVÁ, L.: Nástroje marketingovej komunikácie využívané pri súčasnej propagácii zdravého životného štýlu. In ŠALGOVIČOVÁ, J., BUČKOVÁ, Z., MENDELOVÁ, D. (eds.): *Marketing Identity 2018: Digitálne zrkadlá*. Trnava : FMK UCM in Trnava, 2018, p. 14.

9 MAYFIELD, A.: *What is Social Media?* [online]. [2019-10-10]. Available at: <https://www.slideshare.net/iCrossingDe/what-is-social-media-i-crossing-ebook?qid=4ff027a2-3b13-4ae3-8004-33140395d6d9&dv=endb=endfrom_search=2>.

10 FUCHS, Ch.: *Social media : a critical introduction*. 2nd Edition. Los Angeles : Sage, 2017, p. 38.



Graph 1: Reasons for social media use

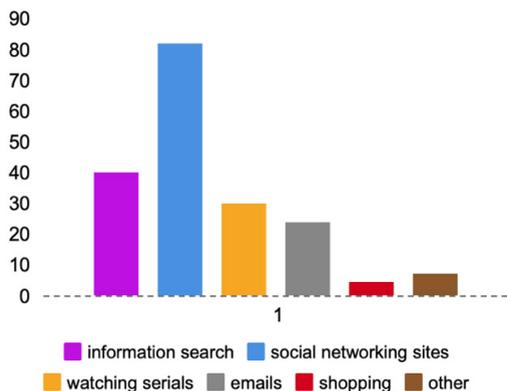
Source: Own processing

Based on the conducted questionnaire, it becomes evident that individual users are waiting not only for the entertainment on social media but for the entertainment connected with further education. Received data might be a good supporting material for an effective communication model for public opinion formation development in the context of eco-friendly behavior or environmental problems. Our research gains in relevance with the support of Janouch, who specifies the reasons why individuals spend their time on social networks:

- want to be in contact with individuals that have equal or similar interest;
- searching for fun;
- and what is most important for the subject paper – want to know something new or educate themselves in specific fields.¹¹

That is precisely why it is extremely important to pay particular attention to such social networking sites, where the survey respondents spend the most time in the framework of their online activities. Up to 81,9 % of the respondents pointed out that that the biggest amount of their online time they spend on social networking sites. 40% out of a total number of the survey respondents spend their online time searching for the content, 29,9% - watch online series, 23,8 % - use email correspondence, 4,4 % - shop online, and 7,1 % have ticked the option “other” where the most frequent answer was “playing games”.

¹¹ JANOUCH, V.: *Internetový marketing. Prosad'te se na webu a sociálních sítích*. 4th Edition. Brno : Computer Press, 2013, p. 217.



Graph 2: Online activity of the respondents

Source: Own processing

Our research, in general, is supported by American agency Pew Research Center that back in 2016 published their world-wide research on the time spent online. For example, in Sweden, 71 % of the respondents use social networking sites and the Internet, and only 22 % of the respondents spend their online time without using social networking sites. The same situation can be seen in the Netherlands, where 70% of the respondents use social networking sites and the Internet, and 25 % of respondents use the Internet without spending time on social networking sites. It becomes evident, hence, that the use of the Internet and social networking sites exceeds the use of the Internet only.¹²

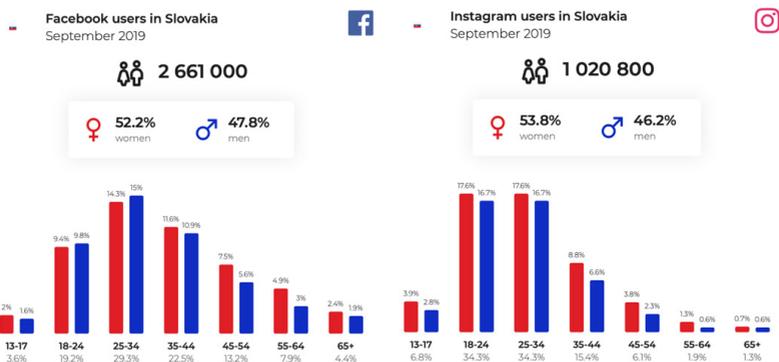
1.1 Clear Presence of Social Networks

*'Correct sales are where their potential customers are. And the last ones are active on the social networking sites.'*¹³ Deriving from what was said by Kulhánková a Čemek in 2010, we can now confirm that social networking sites are a suitable place for all kinds of contacts with your targeted group, whether for selling, closer acquaintance, or, for what is important for us, education. While it is being said that social networking sites users

12 *Large differences in social media usage throughout the developed world.* [online]. [2019-10-10]. Available at: <http://www.pewresearch.org/fact-tank/2017/04/20/not-everyone-in-advanced-economies-is-using-social-media/ft_17-04-19_socialmediaglobal_internet/>.

13 ČAMEK, J., KULHÁNKOVÁ, H.: *Fenomén Facebook*. Kladno : BiGOak, 2010, p. 77.

are more and more active, nowadays it is not about the increasing activity in terms of visually attractive content consumption, but sharing and creating the long-term public opinion-forming content. The relevance to social networking sites use as the main tool for education is proved by official statistics on the number of users of Facebook and Instagram in Slovakia. 48,5 % out of a total of 2 661 000 Facebook users are the Generation Y users on whom we are focusing in terms of the proposed paper. At the same time, 68,6 % out of a total of 1 020 800 Instagram users nowadays are from our target group, which means that Instagram is by 20% more popular social networking site. This is supported by one more statistic of StatusBrew,¹⁴ based on the results of which, specifically, Facebook and Instagram belong to the most popular social networking sites globally.

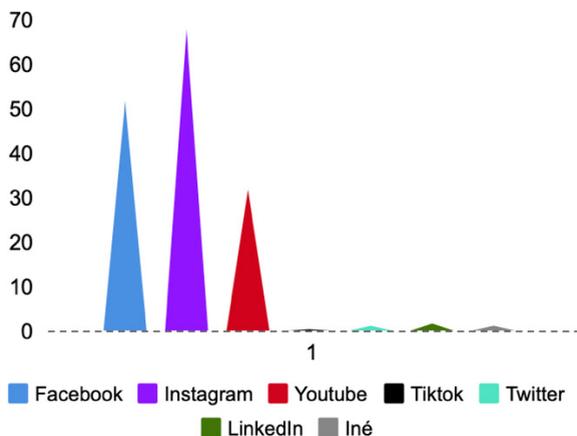


Picture 1: Facebook and Instagram users in Slovakia

Source: *Facebook users in Slovakia*. [online]. [2019-10-10]. Available at: <<https://napoleoncat.com/stats/>>.

Despite of the fact that there are two times more users on Facebook in Slovakia, data on the increased use of Instagram from publicly available statistics of Napoleoncat are being proved even by our research results. 67,9 % of the survey respondents state that the biggest amount of their time online they spend on Instagram, which is followed by Facebook with 51,8 % of the respondents, and then followed by Youtube that is being used by 31,8 % of the respondents.

14 *100 Social media statistics that matter for your business In 2019 + Infographic*. [online]. [2019-10-10]. Available at: <<https://blog.statusbrew.com/social-media-statistics-2019/Statusbrew>>.



Graph 3: On which social networking site do you spend the biggest amount of time?

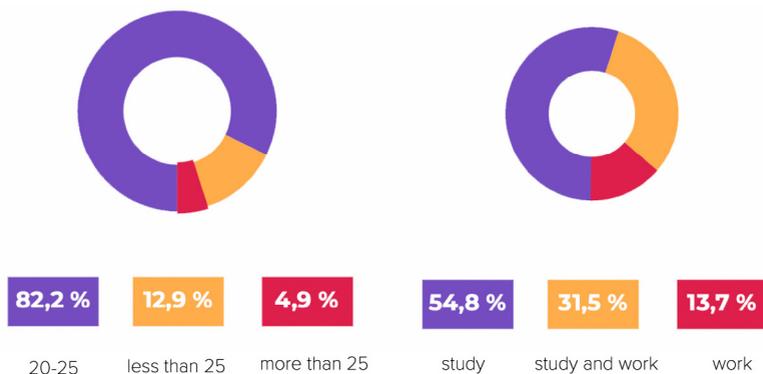
Source: Own processing

Conducted questionnaire clearly defines the target group, Generation Y. *'Members of Generation Y fully understand that they are a marketing target: they grow up in the environment of brands and commercial media, they do not know any other reality. The increase in digital media allowed young people to form their individual, fully adapted world. They can go through their lives with communication on the web and mobile networks. Today's 13-25 years olds grew up in a world where mobile phones are a common thing among children and teenagers, and they use the Internet already in school.'*¹⁵ In our questionnaire we were focused on Millennials in the age range 18 - 35 years since among the theorists the age range is unequal. We advocate the age range of Generation Y that was used by the American agency Pew Research Center. Agency states that people born between 1981 and 1996 are identified as Generation Y.¹⁶ 82,2 % of the survey respondents have indicated their age range as 20 - 25, 12,9 % of the respondents have chosen a "less than 25 years old" range, and 4,9 % of the survey respondents have ticked the "more than 25 years old" box. The research was focused mainly on students who have the following

15 BERG, J., BEHRER, M.: *Jak cool značky zůstávají hot. Marketing zaměřený na mladou „generaci Y“*. Brno : BizBooks, 2012, p. 248.

16 *Defining generations: Where Millennials end and Generation Z begins.* [online]. [2019-10-10]. Available at: <<https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>>.

social status: 54,8 % of the respondents are studying, 31,5 % of the respondents are studying and working, and 13,7 % of the respondents are working.



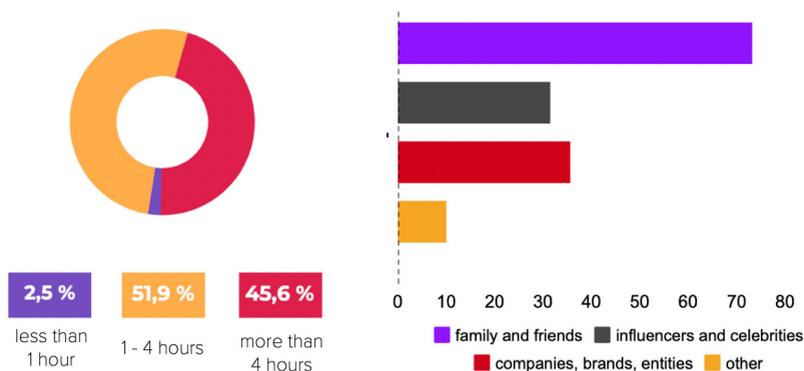
Graph 4: The age and social status of the respondents

Source: Own processing

In the next part of the research, we were asking the question on the time spent on social networking sites for us to be able to prove that social networking sites are a relevant place where the target group is. This is proved by Scuotto, who considers social networking sites to be one of the best tools for impacting individual users spending their time on them.¹⁷ Most respondents - 51,9% - claim that they spend 1-4 hours on social networking sites, then 45,6% of the respondents spend more than 4 hours on social networking sites, and only 2,5% of respondents spend on social networking sites less than one hour. The analysis proves the statement that the target group spends online a significant part of every day. That is why this time needs to be used effectively. For example, by the high-quality educational content, we can popularize multiple projects aiming to socially responsible entrepreneurship, environmental activism, motivation to solve environmental problems in the offline environment with the help of online tools. For the content or the range of the followed groups on social networking sites, the respondents stated that 73,2% of them follow their family, friends, or acquaintances. This result is supported by Rajčák, who sees maintaining contacts between mentioned

17 SCUOTTO, V.: The effect of social networking sites and absorptive capacity on SMES' innovation performance. In *The Journal of Technology Transfer*, 2017, Vol. 42, No. 2, p. 413.

social groups as a social networking site's priority. This then, in practice, means the emerging network of relationships and connections in-between individual users and groups.¹⁸ 31,5 % of the respondents claim to follow influencers, celebrities and well-known personalities, 35,6 % of the respondents claim to follow brands, companies, and various entities, and 2,7 % have chosen "other" box with the most popular answer being pages with the entertaining content. For this reason, the social networks content creators should not focus on visualization or entertaining aspects of particular subjects but focus on raising awareness for eco-innovation, environmental problems that might be solved or taken responsibly based on the educational content consumed on the social networks.



Graph 5: The duration of the time spent on social networking sites, and the range of the groups followed by the respondents

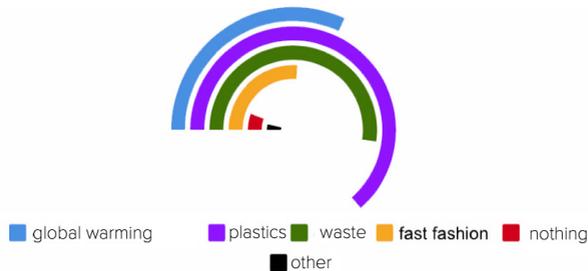
Source: Own processing

2 Online Popularity Versus Offline Lethargy

Green behavior can be classified not only as a recent years trend but also as a current phenomenon. The chosen targeted group of the proposed paper – Generation Y – starts to prioritize products in degradable plastic, shifts from cheaper towards more expensive, and, along with that, eco-friendly brands. In this case, targeted education with the help of online tools will allow social network users to choose available eco-friendly products or implement eco-thought, views, or approaches in the offline environment. However, Zaušková, Miklenčíčová a Rybanský mention

18 RAJČÁK, M.: *Marketingová komunikácia v digitálnom veku*. Trnava : FMK UCM in Trnava, 2013, p. 36.

continuously exceeding consumerism of individuals that negatively impacts the environment. Also, they mention high environmental unbalance as a result of excessive materialism associated with the scarcity of natural resources, water, soil, and air pollution. As a strategical solution, here comes an emphasis on eco-innovations aiming to support eco-friendly and eco-positive collective behavior.¹⁹ We agree with the authors on this matter and want to add that, from our point, that is exactly the reason why we should pay particular attention to the social networks if we want to achieve long-term eco-behavior of the selected target group, Millennials. The interest in environmental problems, based on the proposed research, is evident. Only 5,8 % of the respondents reported that they are not interested in environmental problems. The most significant interest among Millennials is in plastics issues (63,6 %), then waste recycling issues (52,1 %), global warming (31,8 %), and fast fashion (26 %). The answer “Other” was chosen by 3,6 % of the respondents, with the production and consumption of animal products and deforestation as the most common answers. For that very reason, we believe it is essential to continuously raise awareness for the mentioned problems with the help of content that targeted group looks for or directly with the green marketing.



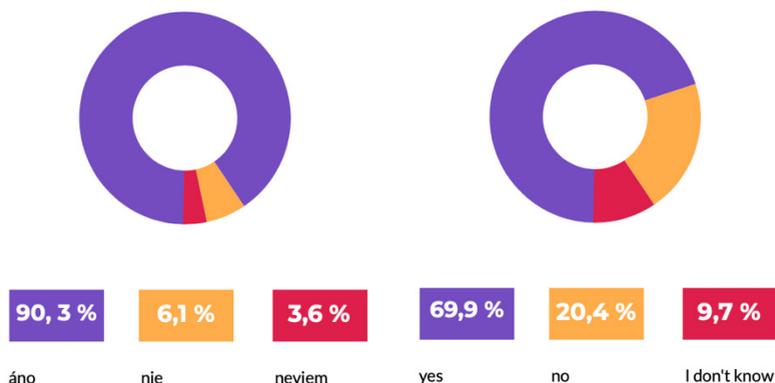
Graph 6: Interest in environmental problems

Source: Own processing

Čábyová joins the statement and believes that green marketing may lead to the decrease of the negative impact on the environment, and underlines, that it is necessary to adjust marketing ideas and practice regularly to

19 ZAUŠKOVÁ, A., RYBANSKÝ, R., MIKLEŇČIČOVÁ, R.: Eco Innovations in Slovakia and Their Marketing Communication. In CHEN, L. (ed.): *ICASSR 2015: 3rd International Conference on Applied Social Science Research*. Paris : Atlantis Press, 2016, p. 218-219.

stop environmental degradation, eventually.²⁰ Directive of the European Parliament lends credibility to the results of the research and states that it is a plastic waste that shows an upward trend, and the solution for that environmental problem should be a priority for any area.²¹ We also consider the result of the research on the individual approach of the respondents towards the interest in solving environmental problems to be significant. 90,3 % of the respondents claim that individuals are capable of solving multiple environmental problems with individual eco-behavior and approach. 6,1 % of the respondents have chosen a “No” answer, and 3,6 % of the respondents maintain a neutral position with the answer “I don’t know”. The expected content on the followed social networks is linked to the recently mentioned results. For the question of whether the respondents during their online time on social networking sites follow eco-friendly personalities, companies, and brands, 69,9 % of the respondents replied “Yes”, 20,4 % of the respondents replied “No” and 9,7 % of the respondents replied “I don’t know”.



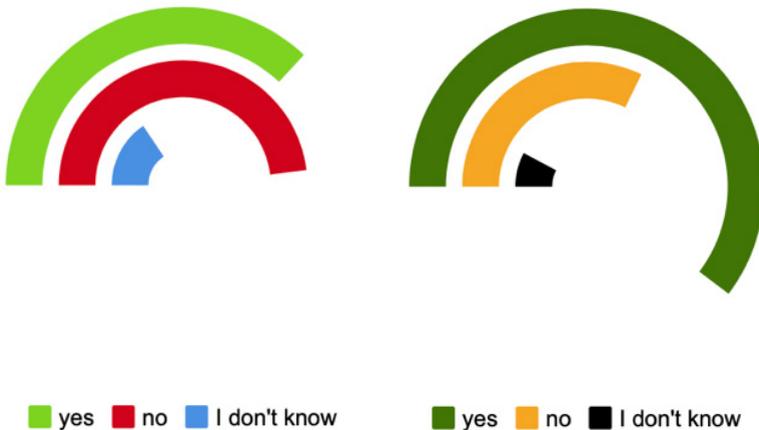
Graph 7: Impact of the individual on environmental problems' solving and following eco-friendly personalities, companies, and brands on social networking sites

Source: Own processing

20 ČÁBYOVÁ, L.: Environmentálny marketing a jeho význam pre spoločnosť. In ZAUŠKOVÁ, A., MADLEŇÁK, A. (eds.): *Manažment environmentálnych inovácií prostredníctvom phygitalových nástrojov*. Trnava : FMK UCM in Trnava, 2017, p. 10.

21 *Directive of the European Parliament and Council on reducing the environmental impact of certain plastic products*. [online]. [2019-10-10]. Available at: <<https://eur-lex.europa.eu/legal-content/SK/TXT/?uri=CELEX%3A52018PC0340>>.

From the received results, it is visible that Millennials spend most of their time on social networks that proves the statement of social networks being a relevant place for the education connected with entertainment as most of the respondents are looking by themselves for profiles, brands, and personalities who are interested in the long-term public opinion formation. In the conclusion of our questionnaire, we were trying to understand whether the given online activity will then positively reflect in the offline environment. On the question of whether the respondents have bought any eco-friendly product after its' advertisement on social networks, 47,8 % of the respondents replied "no", 36,7 % of the respondents replied "yes", and 15,5 % of the respondents have chosen the last possible answer "I don't know". On the other hand, in the case when it was (only) about some eco-activities, the results were much more positive. On the question of whether the respondents have done some eco-positive steps (for example, not using of straws, waste separation, not buying fast fashion products) only based on the advertisement from some personality, firm, or company, 60,2 % of the respondents replied "yes", 32 % of the respondents replied "no", and 7,7 % of the respondents have chosen the last possible answer "I don't know".



Graph 8: Purchasing eco-friendly products based on social networking sites advertisement and making steps towards being eco-friendly based on social networking sites advertisement

Source: Own processing

When Millennials do not need to make any artificial payment for something eco-friendly, then they do not have a problem with changing their natural behavior and start being eco-friendly towards our environment. As for the additional question on naming certain steps towards eco-friendly behavior, there were the following most frequent answers:

- reduce textile consumption;
- waste separation;
- cutting the use of plastic straws and plastics in general;
- limitation or lowering the consumption of animal products;
- reuse of various products;
- effective usage of electricity and household appliances.

It is in this regard that brands, firms, and companies, and, finally, individuals should, primarily, focus on their social networking sites on ecology and, along with that, understand the whole process of environmental education not only as a current trend but as a necessity and natural life component. This is largely explained by the fact that digital marketing, with the emphasis on social networks, becomes one of the most attractive forms for online time-spending for users. That is why it is important to use this time responsibly and keep in mind forecasted threats for the environment.

Conclusion

Despite the fact, that the final part of the proposed paper, in terms of the results of the conducted research, shows slight unwillingness of Millennials to buy eco-friendly products, it is important that the research overall proves the author's presumptions on social networking sites being a relevant tool for education. It derives, mainly, from the last graph that shows the steps made in the offline environment towards being eco-friendly based on social networking sites advertisement. Moreover, it proves the fact that in whatever case the individuals need to start changes from themselves – the change of the environmental behavior is tightly bound to the individual level. Based on the results of our research, we can indicate where our target group spends the most time and also what kind of content it is looking for. That is why it is important to think of the creative ways of online marketing communication for the final result to reflect positive changes in the offline environment.

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Contact data:

Mgr. Martin Vanko

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

vanko.matko@gmail.com

THE CONCEPT OF SOFT SKILLS CLUSTERS AND DESCRIPTIVE INDICATORS IN THE PROCESS OF GAMIFICATION

Norbert Vrabec

Abstract

The paper deals with the identification of important soft skills needed for the successful implementation of gamification elements in the education and learning process. The study focuses on the question “What soft skills can be developed when playing digital games and how can we classify them?” To conceptualize the issue, we have created soft skill clusters that include a series of indicators describing the most important characteristics of the skills involved. The paper aims to clarify current approaches to categorization and definition of soft skills in the context of game studies and to present a proposal of a methodological concept useful for exploring digital games with educational potential.

Key words:

Analytical Skills. Decision-Making Skills. Digital Games. Games-Based Learning. Logical Skills. Planning Skills. Problem-Solving Skills. Psychomotor Domain Skills. Self-Management Skills. Serious Games. Simulation Games. Social-Emotional Skills. Soft Skills. Strategic Thinking. Teamwork Skills. Video Games.

Introduction

This paper aims to discuss appropriate methods that are required for studying the soft skills applied to the successful implementation of gamification elements in the education and learning context. We are mainly interested in serious games. This type of digital games can be defined as those games that are designed with a purpose that goes beyond pure entertainment. These games are intended to convey ideas and values, promote learning, and practice skills. They have the purpose of influencing thoughts and actions in real-life contexts, therefore exceeding the scope of the game itself.¹ Nowadays, serious games are one of the fastest-growing areas in the educational media; its market is expected to

1 OUARIACHI, T., OLVERA-LOBO, M. D., GUTIÉRREZ-PÉREZ, J.: Analyzing climate change communication through online games: development and application of validated criteria. In *Science Communication*, 2009, Vol. 38, No. 1, p. 11-43.

grow from \$ 3.2 billion in 2017 to \$ 8.1 billion in 2022.² Digital games are not only a means of entertainment and relaxation but are increasingly finding use as effective educational tools. This type of digital platforms can be adopted to foster “the learning of a variety of educational subjects and to sustain the development of those horizontal, cross-disciplinary, non-subject-based competencies that are commonly defined as key or transversal skills.”³ According to Oyen and Bebeko (1996), digital games effectively used in the process of education and learning directly link the learning content with a game, thus stimulating intrinsic motivation and producing better results. This type of educational tools requires active involvement in the informal learning process and allows you to acquire a range of skills - moreover, in a safe environment without the real threat of harm.⁴ Serious games enable the successful transfer of knowledge while maintaining learner enjoyment, which is especially important for active participation during knowledge construction. There are four important features about digital games that give them functionality as educational tools: they provide instant feedback, create an environment for continuous improvement, offer a high response rate, and present an unlimited ceiling on performance levels.⁵ Instant feedback allows the player to reflect on their strengths and weaknesses in a particular area, besides in a way that allows them to learn from their own mistakes and respond appropriately to different situations and contexts. This creates an environment for continual improvement on skills that are not only useful in the game itself, but also in future life situations when properly implemented. These life situations may relate to the development of specific key competencies – e.g. decision making and problem-solving, strategic thinking, teamwork skills and more.

2 Statista: *Serious games market revenue worldwide 2017–2022*. [online]. [2019-10-10]. Available at: <<https://www.statista.com/statistics/733616/game-based-learning-industry-revenue-world/>>.

3 FREINA, L., OTT, M.: Discussing implementation choices for serious games supporting spatial and orientation skills. In GÓMEZ CHOVA, L., LÓPEZ MARTÍNEZ, A., CANDEL TORRES, I. (eds.): *Proceedings of ICERI 2014 Conference*. Seville : ICERI, 2014, p. 5182.

4 OYEN, A. S., BEBKO, J. M.: The effects of computer games and lesson contexts on children’s mnemonic strategies. In *Journal of Experimental Child Psychology*, 1996, Vol. 62, No. 2, p. 174-188.

5 WONG, K. K.: Video game effect on computer-based learning design. In *British Journal of Educational Technology*, 1996, Vol. 27, No. 3, p. 212-231.

There is a growing corpus of empirical research on educational uses of game-based learning or learning with digital learning games.^{6 7} Learning skills and contents can be analyzed from different perspectives - learning theory, emotion theory and motivation theory. In addition, it is possible to use knowledge and research findings from behavioural, cognitive, constructivist, and psychological perspectives, both in designing serious games and in educational practice. "All of these theoretical perspectives help to understand how players of conventional entertainment games acquire a wide range of skills and contents while playing, and why they do so with immense motivational and emotional involvement."⁸ Serious games represent technological solutions that can mediate the process of learning by doing. Many soft skills are predestined to be learned through activities, participation and complete tasks. Very important is also the ability to carry out activities under pressure and adapt appropriate solutions in different situations. "Learning that matters is learning that lasts. It is learning that is flexibly adaptive to new circumstances (and every new circumstance is at least in some degree unique, requiring at least minimal adaptation of past learning)."⁹ One of the most important benefits is the possibility of a differentiated approach to individual pupils - teachers can approach the learning process more individually and innovate their didactic strategies. Serious games facilitate both the diagnostic phase, the learning process itself, continuous feedback, and comprehensive verification of educational achievement. "Game applications are usually complex interactive real-time systems, which are non-trivial to implement. Educators and scientists repeatedly return to the conclusion that one advantage of educational games is that games tend to generate a much higher level of students' positive emotional engagement, thus making the learning experience more motivating and

6 For more information, see: SHELTON, B. E., WILEY, D.: *The Educational Design and Use of Simulation Computer Games*. Rotterdam : Sense Publishers, 2007.

7 See also: TOBIAS, S., FLETCHER, J. D.: *Computer games and instruction*. Albany : State University of New York, 2011.

8 HENSE, J., MANDL, H.: Learning in or with games? Quality criteria for digital learning games from perspectives of learning, emotion, and motivation theory. In *Proceedings of IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2012)*. Madrid : CELDA, 2012, p. 19.

9 LEMKE, J.: Games and Learning: Diversifying Opportunity or Standardizing Advantage? In *Annual Meeting of American Educational Research Association*. Washington, D.C. : American Educational Research Association, 2013, p. 13.

appealing, improving participation and achievement.”¹⁰ The use of these facilities in the school environment provides teachers with a wide range of opportunities for formative assessment, providing ongoing feedback throughout the education process as well as recommendations on how to how to innovate didactic strategies and improve the quality of the individual learning process.

1 Objectives and Methodology

The paper aimed to clarify current approaches to categorization and definition of soft skills in the context of game studies. The study focuses on the question “What soft skills can be developed when playing digital games and how can we classify them?” This systematic review aimed to gather, review, summarize and analyse the studies on soft skills in the context of game studies. “The aim is to identify suitable documents that contain data in accordance with the solution of the research problem.”¹¹ The search was conducted on the Academia database platform that can be used to share academic and research papers, monitor their impact, follow and analyse the research in a particular field. The search was performed using the following keywords and basic Boolean operators: “serious games” OR “video games” OR “computer games” OR “simulation games” OR “games-based learning” OR “soft skills”. In the identification phase, we searched all the open access papers and found 422 articles. In the screening phase, all these articles were analyzed. All full-text articles were studied searching for the essential aspects of the connection between digital games and soft skills. Papers selected on this basis were collected and 12 duplicates removed. During the review and content analysis of the full texts, we made synthesis and looked deeper into most relevant texts. A total of 375 articles were excluded as not matching the criteria. During the inclusion phase, 35 open-source full-text articles written in the English language with an abstract in English were selected for the detailed analysis. The papers selected based on the inclusion criteria were coded using the data extraction.

10 STANESCU, I. A., STEFAN, A., ROCEANU, I.: Interoperability in Serious Games. In ROCEANU, I. (ed.): *Conference proceedings of eLearning and Software for Education 2013*. Bucharest : Romanian Advanced Distributed Learning Association, 2013, p. 19.

11 TINKA, J.: *Algoritmus výskumu v masmediálnej komunikácii a spoločenských vedách*. Trnava : FMK UCM in Trnava, 2019, p. 130.

2 Research Results and Discussion

Interactivity is important for the mutual integration of educational, gaming and entertainment principles in serious games. The user of an appropriately designed digital game is not only a passive recipient of information but has the opportunity to respond to various stimuli. Thus, interactivity in the context of this kind of technology platform means that the user is not a passive recipient, but plays an active role in communicating with the game mechanics. Well-designed digital games allow the child to look at the world from different angles, to find and find alternative solutions and to find new, often unexpected, problems or life situations. At the same time, games and applications with educational components serve as very effective tools for reflection and stimulation of users. They act as a means of supporting the achievement of specific goals, solving the problems raised, the internal motivation and the intentionality of the implemented activities. The focal point of this type of child involvement is the concept of creating abstract models of reality, which allows for activities and experiments that are both reflexive and stimulating.¹² Serious games provide children with different experiences through which they can develop their own identity, emotional flexibility, confidence, attention, ethical principles and different types of literacy.¹³ Effective use of digital games in learning has the potential to deliver a range of positive effects. These include **(1)Decision making and problem-solving skills; (2)Strategic thinking and planning skills; 3) Psychomotor domain skills; (4)Analytical, logical and algorithmic skills; (5)Self-management skills; (6)Teamwork skills; Social-Emotional skills.** To conceptualize the issue, we have created soft skill clusters that include a series of indicators describing the most important characteristics of the skills involved. Each cluster includes a set of descriptive indicators.

12 CHAN, K.: Constructionist learning through serious games. In THOMASSEN, A. (ed.): *Proceedings of the 7th Australasian Conference on Interactive Entertainment - Interactive Entertainment Conference*. Wellington : ACM Digital, 2011, p. 1-3.

13 SOUSA, C., CARDOSO, D., COSTA, C., TYNER, K.: Making Games, Making Literacy: A Case-Study in Formal Educational Contexts. In CIUSSI, M. (ed.): *Proceedings of the 12th European Conference on Games Based Learning*. Sophia Antipolis : SKEMA Business School, 2018, p. 609-614.

2.1 Decision Making and Problem-Solving Skills

Serious games are based on a variety of designed models and systems, where users can immediately execute various activities, monitor the consequences of these activities, develop them and respond to them at different levels. One of the central aspects of serious games is the decision-making processes that are at the centre of the player's attention. In fact, it is a cycle of decision-making processes that develops the ability to identify and analyze various game situations, to respond appropriately to them and to apply the previous experience to new situations. Digital games have the potential to improve problem-solving abilities, such as: "how to complete a given game level, with all its sub-problems and challenges presented within the gameplay"¹⁴ There are many digital games that can mainly be viewed as problem-solving activities and accordingly can train learners' problem-solving skills in different content domains.¹⁵

Table 1: Cluster of Decision making and problem-solving skills

<p>Decision making and problem solving skills Descriptive indicators: Ability to identify and analyze problems Ability to solve various problems Ability to take effective and appropriate action Ability to realize the effect of decisions Ability to offer creative and innovative solutions Ability to transfer effectively solutions from one situation to another Ability to think abstractly about various solutions</p>

Source: Own processing

2.2 Strategic Thinking and Planning Skills

Digital games train the player's concentration on the desired solution and develop their sense of urgency to address and complete tasks. Players plan to meet their own game level, adjust their own tactics and solution procedures to ensure appropriate judgments in a rapidly changing

14 VELIKOVSKY, J. T.: Flow Theory, Evolution & Creativity: or, 'Fun & Games'. In BLACKMORE, K., NESBITT, K., SMITH, S. P. (eds.): *Proceedings of the 2014 Conference on Interactive Entertainment*. New York : ACM, 2014, p. 7.

15 HENSE, J., MANDL, H.: Learning in or with games? Quality criteria for digital learning games from perspectives of learning, emotion, and motivation theory. In *Proceedings of IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2012)*. Madrid : CELDA, 2012, p. 20-25.

environment. Thanks to their immersive narrative and interactivity, games have the capacity to convey to young people the problems that they will be facing in the future, generally by adopting the roles of characters who have to be able to think strategically, plan, and make sustainable decisions.¹⁶ Serious games represent the functional interconnection and complementarity of gaming, simulation and modelling principles with the principles of effective learning and modern education using information and communication technologies. In terms of developing strategic thinking and planning, an important attribute is the creation of incentives that develop the ability to deal effectively with ambiguity and make estimates and predictions.

Table 2: Cluster of Strategic thinking and planning skills

<p>Strategic thinking and planning skills Descriptive indicators: Ability to concentrate on the desired solution Ability to make judgments, estimates and predictions Sense of urgency to address and complete tasks Ability to carry out activities under pressure Adapt and apply appropriate solutions Selection of the appropriate behaviour in different situations Dealing effectively with ambiguity</p>

Source: Own processing

2.3 Psychomotor Domain Skills

Digital game platforms offer technologies which challenge consumers to awaken their senses and challenge their skills of perception and attention. Maia and Messias state that this can be, for example, tactile skills for handling small types of equipment; visualization skills; handling of various types of joysticks and appliances remote controls; selective attention and perception to locate desired information and the like.¹⁷ Green and Bavelier found that non-players trained on an action video game show marked improvement in their perceptual and motor skills

16 OUARIACHI, T., OLVERA-LOBO, M. D., GUTIÉRREZ-PÉREZ, J.: Analyzing climate change communication through online games: development and application of validated criteria. In *Science Communication*, 2009, Vol. 38, No. 1, p. 11-43.

17 MAIA, A., MESSIAS, J.: Methods for studying cognitive skills required to play online games or the alternative use of electronic games. In CASTANHO, C. D. (ed.): *Proceedings of SB Games 2012*, Brasil : DF, 2012, p. 39-44.

compared to their pre-training abilities.¹⁸ For example, action and racing games are suitable to enhance motor and perceptual skills, while other types of games develop the ability to manipulate objects and characters, enhance focused perception, attention to detail and fine motor skills.

Table 3: Cluster of Psychomotor domain skills

<p>Psychomotor domain skills Descriptive indicators: Ability to perception, attention to detail and fine motor skills Ability to observe other person's behaviour and copy it Ability to manipulate objects and characters Ability to concentrate on the desired solution Ability to adapt and modify skills to fit new requirements</p>
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Source: Own processing

2.4 Analytical, Logical and Algorithmic Skills

The strengths of serious games are game activities focused on analysis, reasoning, logical and algorithmic thinking. "Games that operate on this principle contain a strong narrative component and players often have to decide between various potential solutions or alternative paths."¹⁹ **Van Oostendorp** states that authentic activities, not traditional classroom activities are the major component in situationist learning, and that only in this manner can knowledge be constructed for future use.²⁰ Many serious games create an authentic and immersive environment for active learning based on research, discovery and analysing the problems. In analysing different situations and problems, the game can develop analytical and logical skills in the context of different situations, areas or phenomena. The key element for the use of constructivist learning theory in video games is that learners actively extract the necessary data from many sources and logically construct knowledge, skills and attitudes for future use (in the game environment as well as in real life).

18 GREEN, C. S., BAVELIER, D.: Action video game modifies visual selective attention. In *Nature*, 2003, Vol. 423, No. 6939, p. 535-536.

19 HENSE, J., MANDL, H.: Learning in or with games? Quality criteria for digital learning games from perspectives of learning, emotion, and motivation theory. In *Proceedings of IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2012)*. Madrid : CELDA, 2012, p. 21.

20 See also: VAN OOSTENDORP, H.: *Cognition in a digital world*. Mahwah, N.J. : Lawrence Erlbaum Associates, 2003.

Table 4: Cluster of Analytical, logical and algorithmic skills

<p>Analytical, logical and algorithmic skills</p> <p>Descriptive indicators:</p> <p>Using analytical skills</p> <p>Using logical thinking</p> <p>Using algorithmic thinking</p> <p>Using the ability to extract the necessary data from many sources</p>
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Source: Own processing

2.5 Self-Management Skills

When studying the neural bases of social interactions and social decision-making, we can also use knowledge from game studies. Some research studies have looked at what is happening in the brain of subjects involved in games where each player can choose between cooperative and non-cooperative behaviour, or between altruistic and selfish behaviour. Certain modifications of the brain activity associated with these conflicting strategies in gaming have been found.^{21 22} In 2013, scientists from Queen Mary University of London and University College London (UCL) tested the cognitive flexibility of 72 volunteers after playing the games Starcraft and The Sims, and concluded that certain types of games (interestingly, Starcraft more so than The Sims) can indeed increase cognitive flexibility, or intelligence.²³ In the context of self-management skills, patience and perseverance in achieving goals, the ability to adapt and respond to change and respect to established rules and principles contained in each game are important.

21 DE VICO FALLANI, F. et al.: Defecting or Not Defecting: How to “Read” Human Behavior during Cooperative Games by EEG Measurements. In *PLoS ONE*, 2010, Vol. 5, No. 12. [online]. [2019-10-10]. Available at: <<https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0014187>>.

22 LEE, D.: Game theory and neural basis of social decision making. In *Nature Neuroscience*, 2008, Vol. 11, No. 4, p. 405-408.

23 GLASS, B. D., MADDOX, T. W., LOVE, B. C.: Real-Time Strategy Game Training: Emergence of a Cognitive Flexibility Trait. In *PLoS ONE*, 2013, Vol. 8, No. 8. [online]. [2019-10-10]. Available at: <<https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0070350>>.

Table 5: Cluster of Self-management skills

<p>Self-management skills</p> <p>Descriptive indicators:</p> <p>Ability to respect established rules and principles contained in each game</p> <p>Consolidating patience and perseverance in achieving goals</p> <p>Ability to adapt and respond to change</p> <p>Ability to deal effectively with ambiguity and uncertainty</p>
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Source: Own processing

2.6 Teamwork Skills

Cooperation can be defined as behaviour that maximizes the outcomes of a collective.²⁴ Digital games allow to participate in a range of social interactions and through enabling meaningful recognition of achievements.²⁵ Learning in the context of computer games can here be interpreted as the joint construction of socially shared knowledge. Players come together as teams with clearly defined roles to master tasks when the solution requires a high degree of common planning and coordinated effort. This participation is reflected in the creation of a complex social network.²⁶ Cooperative behaviours usually result from the desire to continue working well with other people.²⁷ Smeesters et al.

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- 24 VAN LANGE, P. A. M., DE DREU, C. K. W.: Social interaction: cooperation and competition. In HEWSTONE, M., STROEBE, W. (eds.): *Introduction to social psychology: a European perspective*. Malden, MA : Blackwell Publishing, 2001, p. 343-368.
- 25 IACOVIDES, I., JENNETT, C., CORNISH-TRESTRAIL, C., COX, A. L.: Do games attract or sustain engagement in Citizen Science? A study of volunteer motivations. In MACKAY, W. E. (ed.): *Proceedings of the 2013 Conference of Extended Abstracts on Human Factors in Computing Systems (CHI-2013)*. New York : ACM, 2013, p. 2-5. [online]. [2019-10-10]. Available at: <https://www.academia.edu/3564990/Do_games_attract_or_sustain_engagement_in_citizen_science_a_study_of_volunteer_motivations>.
- 26 HENSE, J., MANDL, H.: Learning in or with games? Quality criteria for digital learning games from perspectives of learning, emotion, and motivation theory. In *Proceedings of IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2012)*. Madrid : CELDA, 2012, p. 20-25.
- 27 PRUITT, D. G., KIMMEL, M. J.: Twenty years of experimental gaming: critique, synthesis, and suggestions for the future. In *Annual Review of Psychology*, 1977, Vol. 28, No. 1, p. 364-391.

found that priming cooperation can increase cooperative behaviour.²⁸ Further, similar research found that the ability to be productive as a team member can increase people's perception of themselves as helpful and the extent to which they engage in later helpful behaviour.²⁹ Within the framework of games studies, an important topic is the process of collaboration over the partnership between individuals who come together in virtual communities, share ideas and strategies, recognize and deal constructively with conflict.

Table 6: Cluster of Teamwork skills

<p>Teamwork skills Descriptive indicators: Ability to be productive as a team member Ability to maintains accountability to the team Ability to work with multiple approaches Ability to share ideas and strategies to the team Ability to respect and acknowledge contributions from others Ability to recognize and deal constructively with conflict</p>
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Source: Own processing

2.7 Social-Emotional Skills

The focal point of this type of involvement is the concept of creating abstract models of reality, which allows “found a strong emotional component to play-based learning, ranging from intent concentration (an emotional state not always recognized in our culture as being one) to excitement in shared adventure, dramatized frustrations at failures, and elation at successes.”³⁰ Managing the frustration of failure, which is also part of participating in gaming situations, is also an important point. Such situations allow players to learn new coping strategies in negative emotional states and contribute to social-emotional development.

28 SMEESTERS, D., WARLOP, L., VAN AVERMAET, E. et al.: Do not prime hawks with doves: the interplay of construct activation and consistency of social value orientation on cooperative behavior. In *Journal of Personality and Social Psychology*, 2003, Vol. 84, No. 5, p. 973-986.

29 NELSON, L. D., NORTON, M. I.: From student to superhero: situational primes shape future helping. In *Journal of Experimental Social Psychology*, 2005, Vol. 41, No. 4, p. 424-429.

30 LEMKE, J.: Games and Learning: Diversifying Opportunity or Standardizing Advantage? In *Annual Meeting of American Educational Research Association*. Washington, D.C. : American Educational Research Association, 2013, p. 9.

“These approaches differ in the ways media content is created.”³¹ Players of conventional digital games are often acquiring a range of skills and contents while playing, and they do so with immense motivational and emotional involvement. Digital games can generate an enormous amount of motivation which leads to intensive, sustained and emotional engagement with the game contents and mechanisms. To some degree, this engagement can extend far beyond the reaches of the game, either when users create online communities to exchange information about the game.³²

Table 7: Cluster of Social-Emotional skills

Social Emotional Skills

Descriptive indicators:

Ability to manage emotions

Ability to use self-control

Ability to resolve conflicts

Ability to manage the frustration of failure

Ability to understand a situation and deal with it in the most socially appropriate way

Source: Own processing

Conclusion

Digital games, which are an integral part of the everyday life of today's children and adolescents, are often very schematically depicted inlay, media and professional discourse. Their negative aspects are unilaterally emphasized, while the positives associated with this phenomenon are ignored or significantly underestimated. However, digital gaming platforms also have several useful, valuable and stimulating features, and can be a very effective tool for developing soft skills in a judicious, responsible and methodically correct way. Properly designed serious games can contribute to the “formation of feelings, emotions, attitudes,

31 GÁLIKOVÁ TOLNAIOVÁ, S.: Media and Truth in the Perspective of the Practice and Life Form of the Modern „Homo Medialis“. In *Communication Today*, 2019, Vol. 10, No. 1, p. 5.

32 HENSE, J., MANDL, H.: Learning in or with games? Quality criteria for digital learning games from perspectives of learning, emotion, and motivation theory. In *Proceedings of IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2012)*. Madrid : CELDA, 2012, p. 20-25.

values, interests, attention and motivation.”³³ The construction of soft skills in the context of digital games is a changing concept that is constantly evolving. Especially serious games are of increasing importance in building life and professional competences. They reflect the attributes of soft skills in different domains: (1) Decision-making and problem-solving skills; (2) Strategic thinking and planning skills; (3) Psychomotor domain skills; (4) Analytical, logical and algorithmic skills; (5) Self-management skills; (6) Teamwork skills; (7) Social-Emotional skills. Digital games enable exploration and experimentation, identity building and collaboration within virtual communities. The study clarified that the development of soft skills in the context of game studies is widely studied, but findings from different disciplines may still overlap. The study also includes a general description of the characteristics, functions and ways of implementing soft skills in game studies - whether in an individual or an institutional context.

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33 BULGANOVÁ, D., KAČINOVÁ, V.: Axiocentric Teaching And Learning About Media In The Context Of School Practice. In *Media Literacy and Academic Research*, 2019, Vol. 2, No. 2, p. 87.

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Contact data:

assoc. prof. Mgr. Norbert Vrabec, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Mass Media Communication
Námestie J. Herdu 2
917 01 Trnava
SLOVAK REPUBLIC
norbert.vrabec@ucm.sk



Section 4:
**CONTEMPORARY
& EFFECTIVE
CULTURAL
MARKETING**



OFFLINE IS THE NEW ONLINE

THE USE OF MARKETING TOOLS IN THE MANAGEMENT OF PUBLIC INSTITUTIONS IN RELATIONS TO THE PERSONALITY OF THE MANAGER

Ivana Butoracová Šindleryová – Martin Halmo

Abstract

The main aim of this submission is to present the outputs of research realized as part of the VEGA project n. 1/0720/19 - Innovative strategies in regional politics with a focus on growth in cultural institutions. The authors of this submission are targeting innovative changes in public organizations in context with management styles taking into account the personality of the manager. Primordial survey of authors identified management positions of chosen cultural objects under state administration in terms of age, gender, education and experience of the subjects and further realized through additional research supporting the project stated above realized analysis presenting the use of management and marketing tools used in cultural objects in addition to characteristics of the personality of the person leading the subject. The goal is to showcase a real image about the management of these objects in the context of use/disuse of modern marketing approaches in context to the absence of management of changes and innovations on the level of managing.

Key words:

Correlations. Culture. Changes. Innovation. Management. Public Organization.

Introduction

Innovations make the world go round, the new replaces the old. The goal of the authors is to follow up on the early survey mapping of management effectivity of cultural objects in the region chosen both as the parallel survey realized through correlational analyses putting into relations multiple defined variables to point to the necessity of changes in the overall management system - whether in personal management, marketing management, recruitment policy, modelling of organizational structure, implementation of management quality and strategic planning and so forth. Innovating management brings forth the opportunity for the implementation of qualitatively justified changes, novelty and dynamism, which in the present time should be part of the whole culture of institutions of public organizations and objects managed at the level of local and regional authorities. The perception of the topic of innovative management, which is mainly related to entrepreneurship activity should change and focus on the existence of innovations even in the public sector. Also, it is needed to

bring forward the need for modernization in these institutions, in which the newest technologies and much-needed interactivity corresponding to the requests of modern management processes absents.

1 Managing of Cultural Objects in Terms of Theory and Practice

In terms of management as such, many mainstream forms of thinking and means of integrating changes into the management of public institutions can be pointed out. The Slovak (and foreign as well) professionals relate on the need of assimilation of organizations in the initial notion of management of risk or changes to the western trend, the needs of integrating changes as a common part of life of the organization as well as absolute incorporation of risk management into the natural and quite expected evolution of organizations.¹ In context to the literature researched it is clear, that often in the past, but these days as well, the management connects exclusively with entrepreneurial endeavours. It is also considered to be only a theory and practice of output establishments and organizations working on commercial principles. We should understand management as a broad term, which showcases the implementation of modern administration, administration of different activities, companies, and organizations. Undeniably it is a crucial part of the entrepreneur activity, which brings the favoured outcome and profits. This view on management brings a new look at the fact, that entrepreneurial activity is considered to be the only organized institution. This view is not adequate in the environment of the market, because a company does not consist only of organizations of the private sector, but of organizations that are public as well, among which we rank organizations of the government.²

- 1 BEDNÁRIK, J.: *Krízový manažment*. Trnava : FMK UCM in Trnava, 2010, p. 12-27.; KOTTER, J. P.: *Pocit naliehavosti*. Bratislava : Eastone books, 2010, p. 114.; TEJ, J.: *Správa a manažment*. 2nd edition. Prešov : Prešovská univerzita, 2011, p. 11-35.; WRIGHT, G., NEMEC, J.: *Management veřejné správy. Teorie a praxe - zkušenosti z transformace veřejné správy ze zemí střední a východní Evropy*. Prague : Express, 2003, p. 42-59.; RYBANSKÝ, R., ŠČASNOVIČOVÁ, I.: *Základy manažmentu*. 1st edition. Prešov : Vydavateľstvo Michala Vaška, 2011, p. 22-36.; BAČUVČÍK, R.: Education for the Field of Non-profit Marketing Communications. In PAVLŮ, D. (ed.): *Marketing Communications / Modern Education Methods in Teaching Marketing Communications in Tertiary Education. The Collection of The 1st International Scientific Conference*. Prague : Vysoká škola finanční a správní, 2011, p. 7.
- 2 LUKÁČ, P.: Efektívne riadenie ľudských zdrojov vo verejnej správe. In *Slovak*

The concept of perceiving the public sector and institutions governed by it is known since the beginning of the 21. century, when the foreign authors based on proven and justified findings define three dominant differences between the public and private sector in the sense of goals of the management and primary conceptions and visions of its existence. Wright and Nemeč identify the public sector as a dominantly suggestible by political requests, not the market as is, and at the same time they are inclined to the opinion, that dominance of creation of profit (as it is possible to perceive the goals of management in managing private organizations of the 20. century) absents and is replaced by the contentment of the targeted group, and that because of the impossibility of measuring the profitability or effectivity of sales.³ Last but not least the authors define the public sector and institutions governed by it as quite limited by legislative terms, norms and laws, while the competence of governing structures is strictly given and quite limited. Taking into account the historical evolution of the country⁴ and the general mentality and trends in thinking typical especially for the states of V4 we can conclude that implementation of innovative politics, as well as strategic management, is limited by tradition, thinking and perception of management of the public sector (e.g. conservative of the directing worker, etc.).⁵ At this level of defining the innovation management, in general, it is inevitable to perceive innovations mainly as qualitatively beneficial changes and not only because of the function of the organization but for the company as a whole. Not once we find continuity of terms like regional development, development of employment politics, education and all social policies in general, etc⁶

Journal of Public Policy and Public Administration, 2016, Vol. 3, No. 1, p. 56, 71-76.; SEDLÁK, M., LIŠKOVÁ, C.: *Manažment*. Bratislava : Wolters Kluwer, 2016, p. 300-326.

- 3 WRIGHT, G., NEMEČ, J.: *Management veřejné správy. Teorie a praxe – zkušenosti z transformace veřejné správy ze zemí střední a východní Evropy*. Prague : Express, 2003, p. 221-229.
- 4 TEJ, J.: *Správa a manažment*. 2nd edition. Prešov : Prešovská univerzita, 2011, p. 26.
- 5 KOSORÍN, F.: *Veřejná správa (konceptia, reformy, organizácia)*. Bratislava : Ekonóm, 2003, p. 12.
- 6 MOLNÁR, P., DUPAL, A.: *Manažment a prostredie*. Bratislava : Ekonóm, 2005, p. 29-42. [online]. [2019-06-05]. Available at: <http://fbi.uniza.sk/kkm/files/publikacie/man/03_Manazment_a_prostredie.pdf>; TUREKOVÁ, H., MIČIETA, B.: *Inovačný manažmentu – východiská, overené postupy, odporúčania*. Žilina : EDIS ŽU v Žiline, 2003, p. 14-15.; SABADKA, D., LEŠKOVÁ, A.: *Inovačný proces a riadenie inovácií v podniku*. In *Transfer inovácií*, 2002,

If we perceive management of innovations as a management tool for the effectivity of governing innovative processes in the entrepreneurial or public sphere, then we conclude that it deals with the application of a specific change, something new into functions of the organization, its services, and goods. One of its basic tasks is the achievement of effective labor of workers. Here we get into a direct correlation with managing human resources but also meaningful as well as flexible planning of personal management in an organization. Success with fulfilling this task is also dependent on applying tools and methods, which let us manage the innovative process in an active way.⁷ This is a deliberate activity in the organization, which focuses on innovations, while this innovative activity of the organization is in the present day a part of their whole culture. Many foreign authors characterize innovations using the terms like newty and change. They also state that innovation is convenient and a calculated change of the momental state with practical usability, while the term newty must be applied at least for all sides concluded. The outcomes of the innovation realized should be economical, technical and mainly beneficial for the whole society as well.⁸ Sabadka and Lešková characterize the process of innovation and its management as a preparation and gradual realization of innovative changes, of which outcome is an implemented innovation and an implemented positive change while being managed using a specific project or a program.⁹ It is needed to be taken into account, that not every innovative process must be successful. One of the reasons for failure can be unsatisfactory final change or discontinuance of the innovative process before its completion. That is why for the ratings of the innovative process a longer period is needed. Innovative process is managed using specific tools, which are often met

Vol. 4, No. 5, p. 49-51. [online]. [2019-05-03]. Available at: <<https://www.sjf.tuke.sk/transferinovacii/pages/archiv/transfer/5-2002/pdf/49-51.pdf>>.

- 7 BAČUVČÍK, R.: Education for the Field of Non-profit Marketing Communications. In PAVLŮ, D. (ed.): *Marketing Communications / Modern Education Methods in Teaching Marketing Communications in Tertiary Education. The Collection of The 1st International Scientific Conference*. Prague : Vysoká škola finanční a správní, 2011, p. 7.
- 8 BAREGHEH, A., ROWLEY, J., SAMBROOK, S.: Towards a multidisciplinary definition of innovation Management Decision. In *Management Decision*, 2009, Vol. 47, No. 8, p. 1323-1335.
- 9 SABADKA, D., LEŠKOVÁ, A.: Inovačný proces a riadenie inovácií v podniku. In *Transfer inovácií*, 2002, Vol. 4, No. 5, p. 49-51. [online]. [2019-05-03]. Available at: <<https://www.sjf.tuke.sk/transferinovacii/pages/archiv/transfer/5-2002/pdf/49-51.pdf>>.

with a resistance to novelty in an organization. In this point of the overview of findings from the area of innovative management, we consider to be profoundly important to take into account the progression of steps when applying changes as planning, familiarization with change, information gathering about relatable processes, etc., which is not once omitted in practice of public institutions. Objects of innovations in organizations can be all of its basic factors like facilities, technologies, machines, labor, etc. It should be mentioned, that few organizations are trying to implement the most important type of innovation, which is innovation of management based on the change from traditional management principles and processes to new processes and ways of managing in an organization. Part of this innovation is the setting of goals and planning, control activities, creating relationships, assimilation of communication and advertising policies, accommodation to outer conditions, etc.¹⁰ If the organization changed its style of managing managers and organizational structure by creating new directional processes, it would bring more benefits in a competitive position. The dominant problem of managing public objects seems to be a sense of stability, minimal need for competitive struggle or gain of a better position among the market.¹¹

Innovative management, in the form of innovative approaches, makes its way into the government and its institutions as well. All public institutions, including the cultural ones, are forced to put emphasis on innovations and change. That might be seen primarily in managerial methods - an important role is the transfer from traditional models of managing the government to an innovative way of managing. Amid the reform procedures of the government, we can especially include the conception of new public management, which creates the concept of management of the government. It became a successful attempt of reforming the weber's bureaucracy model, by which it aims to a professional and effective government. It is based on the degradation of the hierarchical arrangement, controlled approach to management, participative way of managing, implementation of entrepreneurial controlling and accounting and the

10 MENDELOVÁ, D., ZAUŠKOVÁ, A.: Innovation in the Slovak Advertising Environment. In *Communication Today*, 2015, Vol. 6, No. 1, p. 38-54. [online]. [2019-08-26]. Available at: <<https://www.communicationtoday.sk/download/1/2015/Mendelova-Zauskova%20-%20CT%201-2015.pdf>>.

11 RUČINSKÁ, S., KNEŽOVÁ, J.: Inovačný prístup v riadení ako súčasť modernizácie verejnej správy v SR. In *Transfer inovácií*, 2009, Vol. 10, No. 13, p. 173-178. [online]. [2019-06-03]. Available at: <<https://www.sjf.tuke.sk/transferinovacii/pages/archiv/transfer/13-2009/pdf/173-178.pdf>. 2019>.

decentralization of decision-making and responsibility. The development of new public management does not consider in its full form the conditions and assumptions of the setting in Slovakia, mainly in the environment of managing human resources. Foreign and local author's (Alberti a Bertucci; Melas; Širá) state that for the organizations of the government it is essential to accept the innovative approach in the environment of managing and the process of leading people.¹² We approve of this opinion, the 21. century is characterized primarily via work with intellectual capital, knowledge management and the development of the potential of the person - employee. Precisely the person is considered to be one of the most important factors for effective functioning and success of an organization. The authors consider the employee to be the most important subject of realization of any managerial method within the cultural object. It is the aim of the authors to describe the managerial position in the cultural objects in the Slovak republic from the point of view of their potential managerial skills and experience, which might (or might not) provide the basis for effective management planning in all the fields of interest.

2 Goals and Methodology of the Research

Based on the defining of goals of the research and objects of research from an expert opinion of domestic and foreign authors,¹³ we consider to be dominant parts of personal management of the government the

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- 12 ALBERTI, A., BERTUCCI, G.: *Replicating innovations in governance: an overview. Innovations in governance and public administration: replicating what works*. New York : United Nations Publications, 2006, p. 152-159.; MELAS, V.: Význam inovácií v 21. storočí. In *Slovak Journal of Public Policy and Public Administration*, 2016, Vol. 3, No. 1, p. 78-88.; ŠIRÁ, E.: Manažment znalostí a znalostní pracovníci. In *Zborník z medzinárodnej Batovej doktorandskej konferencie*. Zlín : UTB ve Zlíně, 2007, p. 72.
- 13 HITKA, M.: Návrh na vytvorenie útvaru riadenia ľudských zdrojov v podniku. In *Manažment v teórii a praxi*, 2006, Vol. 2, No. 3-4, p. 4-15. [online]. [2019-06-11]. Available at: <<http://casopisy.euke.sk/mtp/clanky/3-4-2006/hitka.pdf>>; ARMSTRONG, M., TAYLOR, S.: *Řízení lidských zdrojů: Moderní pojetí a postupy*. 13th edition. Prague : Grada Publishing, 2015, p. 108.; KRAVČÁKOVÁ, G., FUCHSOVÁ, K.: *Manažment pracovnej motivácie*. Bratislava : Iris, 2004, p. 15-21.; HOGHOVÁ, K.: The Use of Public Relations to Promoting the Cultural Heritage of the Selected Slovak Region. In *Political and Economic Unrest in the Contemporary Era (Proceeding of the 6th ACADEMOS Conference 2019)*. Bucharest : Filodiritto Publisher, 2019. [online]. [2019-06-08]. Available at: <<http://conference.academos.ro/node/87>>.

analysis of a work position, the acquirement and selection of employees, the development and education of employees, personal planning, the disposition and careers of workers, reviewing of employees and their wages, rewarding of employees via bonuses, motivating employees, work conditions, work relationships, redundancy, safe and healthy work environment. People are one of the most important factors needed for the operation of the organization. Deducing these findings we approached the primary research of the actual state and identification of the functioning of inner organizational structures as well as personnel management in chosen cultural organizations in the autonomous region of Prešov as a model region. With primary fixation on implementation of the innovative management in these objects within research we try to precisely target the assumptions of this implementation (the level of adaptation to the organizational structure, the knowledge of management, etc.), related phenomena (awareness of change, the ability of accepting invitation, etc.) as well as tolerance and a need for change and innovation as a whole (reaction to change, acceptance of innovation, the acknowledgement of its need, etc.). As well in the context of the second phase of research following up on the estimated primary phase we plan to implement an internal analysis of the job position of the managing worker of a cultural object amidst the states administration, the means of recruitment and selection on the given job position, the concept of education and development of human resources in an organization as well as other factors affecting successful implementation of innovations and management of innovations in these organisations as such. In the third phase of research, we proceed to the creation of a possible model coping of system management and changes in the management of chosen cultural organizations to ensure a fluid implementation of innovations in connection with anticipation and the possibility of all parts of the organizational structure of the institution.

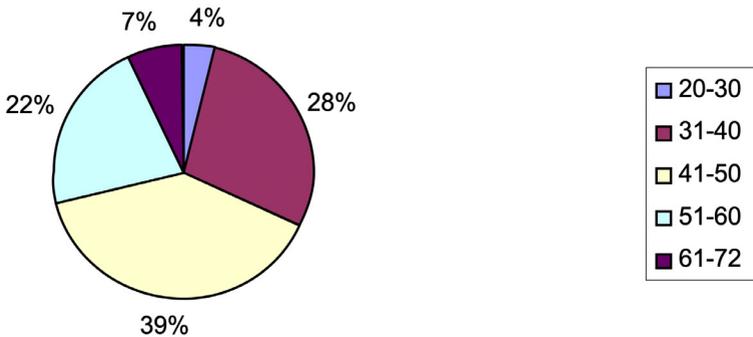
Primary methods of research in the first phase of the realized research are analysis, synthesis, deduction, induction, questionnaire, discussion, correlation analysis. The primary research via a questionnaire was realized in the months of May and June of 2019, while via an online questionnaire sent directly to institutions, 652 managers in the higher management or optionally in a line position (depending on the type of organizational structure) were addressed. The objects of the primary phase of research are cultural institutions located in the autonomous region of Prešov defined as objects managed by the state, tied with cultural or historical heritage of the region and actively and continuously

operation in the market environment for 10 years at minimum (chateaus, castles, galleries, museums, etc.). A time limit was set because of excluding those institutions from the research, which were privatized and as a result neglected, occasionally nonfunctional, although still to be found in the list of cultural objects. The questionnaire contained 5 identificational questions and 35 closed questions (related to individual areas of management, for reasons of processing this study we interpret the results and evaluation of questions from the view of marketing, organizational culture, building an image of the organization and communication). In the primary 5 questions of the questionnaire we identified the position of managing worker from the side of age and position (top management-linear management), achieved education including the area of education, length of experience including the experience in the field of culture, the length of the experience of the managing worker including experience in the management and other than cultural objects and finally personal preferences (because of later research on the causal relationship of own preferences and hobbies in the field of conducted work in the second phase of research). We believe the returnability to be quite high, out of 652 respondents asked by a random choice it was possible on the bases of total completion of the answers to rate 513 questionnaires (out of 521 accepted), so nearly 77% questionnaires were included into the summarization of results. As a dominant cause nearly 20% absence of returned questionnaires on the bases of personal conversation and phone conversation with given 131 objects we define a time occupation of the leading workers during the opening of the summer season in 2019, unwillingness to participate in any surveys because of overload by surveys and statistics as of 30. June, therefore half-year, absence of the leading workers in the time of accepting the questionnaire because of the holiday season and following overload by work duties after their return, as well as notice of questionnaires in online communication because of sending spam mail etc.. In the next survey term we plan to proceed to personal conversations within people responsible for planning the strategy of regional development for the area of culture and sport as well as leaders of individual co-working agencies and institutions affecting the state and development of the culture in the region.

3 Partial Results of Research – Personal Identification on the Position of Manager in a Cultural Organization

Because of the amount of graphic evaluations we proceeded to summarize the results of the primary phase of research with a description accompanied by graphic data of concluded findings in identified questions. We identified the position of managing worker from the point of his age and position (high management-linear management), acquired education including the area of education, the length of experience including the experience in the field of culture, length of experience of the leading worker including the amount of experience in management and other than cultural objects and finally personal preferences (the reason being the later research on causal bonds of own preferences and hobbies in the field of conducted work). Part of the results of the survey were presented in detail on the economic and social challenge of European economics, in the almanac from the conference it is possible to find detailed results of the outcomes of the survey, which in consideration of the limited extent of the text of the study is presented in the form of a summarization of findings and a discussion.

Percentage of respondents by age

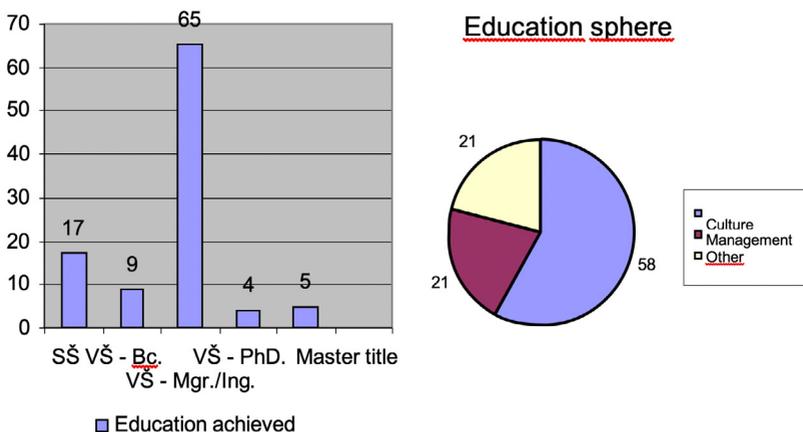


Picture 1: Identification of respondents' age

Source: Own processing

Within the incorporation in organizational structure and outcomes of research the state is as follows: with respondents in ages from 20-30 years old, where we take into account the group of young people with highest attained education being secondary, possibly current absolvents

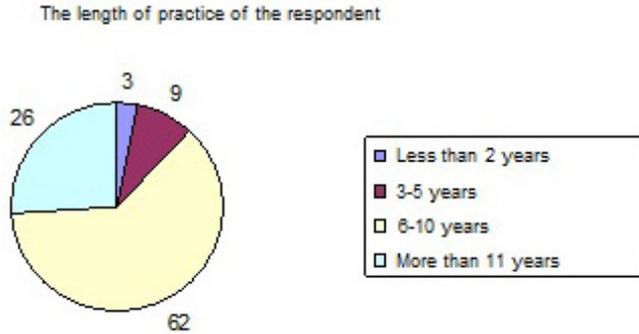
of universities, not one of these can be found in the organizational structure to be higher than in a linear management position. With respondents also with a certain occupational experience defined as the age group from 31-40 years old is 8% in a position of linear management, other 20% can be found in middle and higher management. In groups of respondents with a considerable work experience, which we within the study divide into a group of maturely active (41-50 years old) and a group of respondents that are approaching retirement (51-60 years old), their distribution is roughly 1:1. With respondents in the ages from 61-72 years old not one occupies a position in the higher management.



Picture 2: The highest education of the respondent and the education sphere of the respondent (%)

Source: Own processing

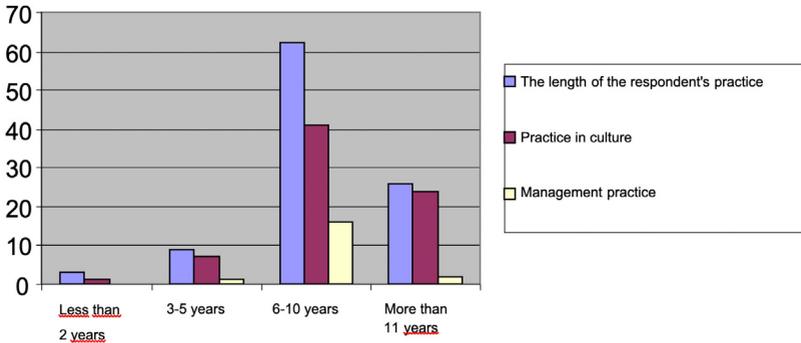
Within the outlets of identification of achieved education of the respondents in the field of education, it is paradoxical, that I even though being in a manager position only 21% of asked present the experience and knowledge in the field of management achieved through education during preparation for own self-realization on the labor market. In the sphere of culture persists a state, when the manager positions are occupied by workers with close relationship to the field, but with minimal knowledge of managing principals. An identification of the length of respondents' practice we used a sociological assumption when a worker gets primary knowledge about the operation of the organization after establishing themselves in it during the period of ca. 18-24 months. Because of this reason we established segmentation in the form that we feature on picture 3.



Picture 3: The length of practice of the respondent (%)

Source: Own processing

At the same time, we asked the respondents about their experience with work in the field, eventually, experience with a manager type of work. This question will, however, be necessary to evaluate repeatedly, respectively realise a new, differently constipated research, taking into account the fact that respondents in multiple cases answered inconsistently (e.g. length of practice in the field less than 2 years, but experience in the field for 11 years, although respondents were filed under the group of 20-30-year-olds, etc, with these respondents we didn't take into account their answers in further graphic processing). With evaluating the experience in the field of culture or management it was impossible to evaluate 7% of the answers (in the group of respondents with experience less than 2 years it was 2%, with the group of respondents with length of experience 3-5 years it was 2% and with the group of experience being 6-10 years this number represented 5% of answers, with the group with experience less than 11 years all the distributed surveys in relations to this question were fully answered).



Picture 4: Length of the respondent’s experience with respect to previous experience in the field or management

Source: Own processing

When evaluating personal preferences of respondents we primarily concentrated on interests, hobbies and professional as well as private fields of activities of respondents with the goal of showcasing a possible assumption, that the individual is strongly inclined in personal and professional life to the field of his operation in the manager position (for instance he is an avid collector of historical artifacts, lover of artworks, etc.) he could be inclined to a more effective execution of work and a higher work motivation. This assumption is not the result of partial findings. Causal relationships, as well as hypothesis, will be stated in the second phase of research.

4 Partial Results of Research – Analysis of Using Modern Tools of Management in Correlation to Characteristics of a Person in the Position of a Manager

As inputs for statistical processing of the research we used answers from surveys given to managing workers of chosen cultural objects for question n. 6 to 40. In addition to evaluation of the first five identificational questions of the survey (see part 3) we proceeded to state a hypothesis H and partial hypothesis (H1, H2, H3, H4) reflecting the chosen identificational characteristics of the targeted group (V1 - V4 in reference with items of the survey o1-o4). Item o5 (so question n. 5 related to personal preferences and hobbies of the asked subject was not concluded in this phase of research and partial results into the evaluation). Set hypotheses were confirmed by a correlative analysis in

the statistical program PSS (in relationship to the items of the survey o5, o7, o9, o10, o11, o12, o13, o14, o16, o18, o20, o21, o24 reflecting different tools used in the management in the field of communication, marketing, creating an image and the organisational culture. Taking into account pairs of ordinal variables (on the scale of 1-5) we used the method of Spearman's correlation. We based our thoughts on the research problem stated, therefore if differences exist in using modern manager tools for the field of marketing managing of chosen cultural objects in correlation with identification characteristics of their managing subjects - managers. The primary hypothesis was stated as follows:

- Primary hypothesis H: We assume that a statistically significant correlative relationship between the degree of use of modern manager tools for the field of marketing management of chosen cultural objects in continuity to identification characteristics of its managing subjects - managers exists.
- Partial hypothesis H1: We assume that a statistically significant correlative relationship between the degree of use of modern manager tools for the field of marketing management of chosen cultural objects in continuity to age/position of their managing subjects - managers exists.
- Partial hypothesis H2: We assume that a statistically significant correlative relationship between the degree of use of modern manager tools for the field of marketing management of chosen cultural objects in continuity to the field of acquired education and degree of acquired education of their managing subjects - managers exists.
- Partial hypothesis H3: We assume that a statistically significant correlative relationship between the degree of use of modern management tools for the field of marketing management of chosen cultural objects in continuity to the length of experience in the practice of their managing subjects - managers exists, and primarily in connection with the field of culture.
- Partial hypothesis H4: We assume that a statistically significant correlative relationship between the degree of use of modern management tools for the field of marketing management of chosen cultural objects in continuity to the length of experience in the practice of their managing subjects - managers exists, and primarily in connection to the field of management.

Table 1: Pivot table

	Spearman's rho	
	Correlation Coefficient	Sig. (2-tailed)
V1	Correlation Coefficient	,006
	Sig. (2-tailed)	,007
	N	,009
V2	Correlation Coefficient	,010
	Sig. (2-tailed)	,783*
	N	,008
V3	Correlation Coefficient	,012
	Sig. (2-tailed)	,034
	N	,013
V4	Correlation Coefficient	,014
	Sig. (2-tailed)	,765*
	N	,038
V1	Correlation Coefficient	,016
	Sig. (2-tailed)	,028
	N	,018
V2	Correlation Coefficient	,020
	Sig. (2-tailed)	,088
	N	,021
V3	Correlation Coefficient	,024
	Sig. (2-tailed)	,051
	N	,024
V4	Correlation Coefficient	,026
	Sig. (2-tailed)	,058
	N	,026

Source: Own processing

Spearman's correlation analysis was done between the items of the survey o1, o2, o3, o4 an o6, o7, o9, o10, o11, o12, o13, o14, o16, o18, o20, o21, o24. Considering the correlation analysis and the values of significance (Sig) > 0.05 was shown statistically significant correlation only between examined phenomena of V1- o10/o13, V2 - o11/o16, V4 - o6/o26. On the base of the order of the correlation analysis we between phenomenon's V1 and o10, so between the age and position of

the respondent and extent of usage of modern manager tools in the field of creating a positive organizational culture (question 10), we showed a statistically significant correlation ($\alpha < 0,01$). The value of Spearman correlation ratio $R = 0.840$ is high and showcases the significant positive correlation between analyzed phenomena. We also demonstrated a statistically important correlation between phenomenon's V1 and o13, so between the age of the respondent and the use of modern management tools in strategic marketing targeting (question 13) with the value of Spearman's correlation to be $R = 0.765$ ($\alpha < 0,05$). On the given sample of managers asked the partial hypothesis of H1 was proven.

On the basis of the order of the correlation analysis between the phenomena of V2 and o16, so education of the respondent and the extent of usage of modern manager tools because of the reason of building a positive image of the organization (question 16), we showcased a statistically important correlation ($\alpha < 0,01$). The value of Spearman's correlation $R = 0.840$ is high and showcases the importance of a significant positive correlation between analyzed phenomena. On the given sample of managers asked the partial hypothesis H2 was proven. We rejected the partial hypothesis H3 because it wasn't shown as a statistically significant correlation between the length of the practice of the respondent in the field of culture and the extent of usage of modern management tools. To some extent, this phenomenon showcases the necessity of occupation the positions of the management, both higher and linear, with a person showcasing experience in the field of management, not culture as such. Based on the order of the correlation analysis between the phenomena of V4 and o6, so length of practice in the field of management and implementation of modern manager tools universally for all fields of managing the organization (question 6), we showcased a significant correlation ($\alpha < 0,05$). The value of Spearman's correlation $R = - 0.123$ is considerably low and showcases a negative correlation between analyzed phenomena. On the given sample it is not possible to accept the partial hypothesis H4. The output of the analysis showcases an inevitable degree of practical experience in a managing position because of the ability to distinguish options of use of manager tools for different tools of management.

5 Discussion

Based on the testing characteristic of Spearman's correlation coefficient we concluded a statistically significant correlation between researched phenomenon's V1- o10, o13, V2 - o16, V4 - o6. We can state, that partial hypotheses H1 and H2. We cannot accept partial hypothesis H3. In consideration of the showcased, although very slight correlation among the researched phenomena, we can reject the partial hypothesis H4 as well. From the view of the side of the contents of the research after identifying by us chosen criteria in the targeted group we drew attention primarily on the review making of processes of innovation and the use of modern management tools for individual areas of management (pictures n. 6-40), while we can on the basis of answers generally state, that the effort to use modern tools is not once met with own ability of the management to understand these tools and effectively make conclusions out of their use. Not once does the financial management fail and precisely this very guarantee of realization any innovation in management. Primary problems can be seen already in the concept of operating a job position of a manager in the field of culture, the conditions of job positions and job description as well as the assumption for the implementation of given position are outdated, not taking into account the needs of the time period and the knowledge of basics of the management. Today, in the 21. century, in public organizations in the field of culture it is preferred for the occupation of the job position to be by an expert in the field with experience with work in the area, although it is about people with minimal manager knowledge and even more minimal experience. Negative aspect is minimal flexibility in decision making about the management on the level of management of the cultural object, which is many times able to show only assigned financial sum hardly providing a sufficient amount for a decent existence and operation. On the other hand, a big positive and surprise in the terms of the study is the ability of adaptation of employees to change, which many managing workers credit to the general creativity of own personnel in relation to building the image and positively tuned organizational culture. The organizational structure in communication processes is unsatisfactory, many managers report a non-corresponding communication network to the needs of the organization an absence of internal communication channels as well as a growing communicational hum. These factors are at the same time attributed as reasons of progressively declining commitment and a loss of interest to apathy for change of the established processes in participating workers. It is remarkable, that from the

position of leading workers in 78% of asked it is possible to see interest and even a person's effort to change the organizational processes in the field of marketing management with the goal of increasing the effectivity of communication strategies, be able to "sell" to the visitor or viewer, etc.

Again though on the basis of additional questions frustration is seen caused by lack of financial flow and the belief in own abilities as well as minimal knowledge in incorporating innovative processes. The last questions of the questionnaire led to a finding of the opinion of the manager in lead on the current state of managing the organization and the need to form modernization and innovation of procedures. From the managers asked 63% of managers mostly of younger age (up to 55 years old) agreed on the fact that old methods apply, strategies and procedures, from the side of material assumptions and the state of buildings, in which reside as well as areas available for the public these need considerable reconstructions and repairs. From the view of propagation of own activities as well as presentation of own offers or growth and building a reputation as a comprehensive vision absents, and in objects which make exceptions, absent the following connections to the activity of other potential partner objects in the region, so-called networking, and cooperation. Management feels the need for modernization, innovation, change. 51% of the people asked, hold the opinion that we are moving away from the quickly developing world, that we are not keeping up with the era. Discontent with the state of management can be seen with some of the asked in the field of culture in the country, though many feel frustration, although at the same time own inability to bring a solution. According to the opinion of the respondents, more than 63% think that cultural objects showcase sufficiently educated workers, although they are not given the opportunity of self-realization. Paradoxically, 90,3% of asked managers have been given the responsibility of being in charge of the implementation of new regulations into practice, although only 9,7% out of them rate their performance as effective and new regulations as relevant. Many have a negative stance on the changes, they consider them to be unnecessary and purposeful because of statistics or the declaration of exploitation of resources of European funds. From the results of the questionnaire, we concluded that ongoing innovations are by 32,2% of respondents considered to be bureaucratic and too formal or administratively demanding. Only 12,9% of respondents stated that they are via self-education, or via previous education and in certain cases via seeking an expert guidance able to independently handle the implementation of recommended as well as personal ideas into

practice, which creates room for discussion and dispute about effective occupation of a workplace by an experienced and educated adept in the field of culture and management in the actual recruitment and choice process. From the results of the questionnaire, we concluded that the state of material environment of cultural objects is partly outdated and as much as 71,4% of respondents think that it is needed to bring in innovations, modernization, digitalization and interactivity into these organizations. It is alarming that 83,9% of respondents is not capable in the context of financing the organization to determine if the funds meant for innovation in the field of managing marketing politics are adequate in the context of the whole budget, and as much as 71% of top-ranking managers does not have a detailed overview about financing innovations in individual areas of managing in comparison to other expenses of the organization. This state can be attributed to the unfamiliarity of basics of financial management, although at the same time a non-transparent state of financing objects on a higher level.

Conclusion

Current events and the evolution of the market environment requires change in the perspective of management, implementation of innovations, modernization and quality into all objects operating on the market and to the same extent. The process of integration of public and private institutions within the framework of cooperation, networking or partner support in individual fields including the field of culture is inevitable. Despite commonly substantiated findings of the professional public, as well as constantly ongoing research it is possible to see in Slovak republic in these days an implementation of many innovations only from the perspective of need of change, not improvement of the actual state or benefits in the field of quality and not at all the consumer's satisfaction. It is needed to modernize the institutions of the government because they are moving away from the fast-paced world, they are not keeping up with the era and proceeding very slowly. Based on the findings of the initial phase of the research solving we state, that the state of implementation and preparation of the innovative managing politics in the field of culture is debatable, insufficient, not correspondent with expectations of the very objects and by them showcased assumption. We identified partial deficiencies in the field of managing and marketing, introduction of changes, we show the paradoxical, even alarming facts declared by the initial survey between targeted groups. The potential of the solution

of the situation as well as model roofing of implementing innovations meaningfully and accordingly the prerequisite of the organization is the subject of the second and third phase of the research.

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Contact data:

assoc. prof. Ing. Ivana Butoracová Šindleryová, PhD.
University of Ss. Cyril and Methodius in Trnava
Faculty of Social Sciences
Bučianska 4/A
917 01 Trnava
SLOVAK REPUBLIC
ivanasindleryova@gmail.com

PhDr. Martin Halmó
University of Ss. Cyril and Methodius in Trnava
Faculty of Social Sciences
Bučianska 4/A
917 01 Trnava
SLOVAK REPUBLIC
martin.halmo1@gmail.com

MARKETING COMMUNICATION SPECIFICATIONS ON THE BOOK MARKET

Jana Paveleková

Abstract

It is a challenge for the book market in Slovakia to increase the use of online marketing tools to promote books. The main goal of businesses is to profit and strengthen relationships with current or potential customers. The article is devoted to online marketing communication of Slovart publishing house (specifically its publishing house Slovart Booklab) and its selected campaign on the Slovak book market. The primary target group of Slovart Booklab are mainly adolescents, so we see the importance of using online marketing communication during their product campaigns. In this paper we analyze the online campaign of the book *Kosec*, which is popular among the readers. In a strong competitive environment, it is important to constantly analyze the campaigns carried out and improve objectively proven deficiencies. In the conclusion of the paper, we pay attention to the steps that leads to improving campaigns for Slovak Booklab.

Key words:

Online Marketing Communication. Online Marketing Communication Tools. Slovak Book Market. Slovart. Slovart Booklab.

Introduction

Nowadays, promoting books just by using traditional marketing communication tools does not fulfill the goals of publishers.¹ Many printed copies are lost by the lack of sales from the bookstores and wander back to warehouses or are offered to customers at a minimum value. The Slovak market is dominated by three publishers – Ikar, Slovart, Reader’s Digest selection. It is difficult to create a quality marketing campaign only in the offline space of time, financially and staffing intensive.² We think that the use of marketing communications in the campaigns of Slovak publishers is needed and requested by many current or potential readers. Online marketing communications can not only increase the sales of books, but

1 *Internet Book Marketing-3 Tools To Make Marketing Your Book Online Easy*. [online]. [2019-12-27]. Available at: <<https://expertauthorpublishing.com/articles/internet-book-marketing-3-tools-to-make-marketing-your-book-online-easy.html>>.

2 VRANOVÁ, M.: *Knižný trh na Slovensku*. [online]. [2019-12-27]. Available at: <<https://www.podnikas.sk/Knizny-Market-to-Slovakia/>>.

also increase and enhance the perception of a particular book or author. The advantage is that this kind of communication does not need much of time or finances, is reversible, quickly measurable and personalized. Businesses in their campaigns often link between the online and offline advertising, but the budget of the ad's advertising has a growing potential. In addition to the online advertising of books, their sales are also growing over the Internet. The strongest country in the purchase of books over the Internet in 2015 became Luxembourg (54 %). The Czech Republic has been included in the lower transverse (17 %). Slovakia is slightly higher than the Czech Republic. Up to 25 % of respondents said they were buying books just over the internet, and we once again ranked among the European average.³ In Slovakia, publishing houses does not lead similar statistics on the purchase of books over the internet and the impact of the marketing communication of the publisher. Businesses deal with these analyses on an internal basis.

New trends in the marketing communications are also followed by the book market in Slovakia. According to the data of DenníkN, 11 448 original copies of the books were published in 2016. We calculated that yearly, we can find on the shelves in store branches, warehouses and on the e-shop on average of 17 172 000 copies, and we did not include in our calculations e-books or foreign literature with distribution to Slovakia. If we consider our result, it is important to think about whether it is a viable expense for the ordinary Slovak consumer. In our opinion, it is a problem to sell out this printed copies without strategically planned marketing communications, which also uses the tools of the online environment. Here we see a fundamental problem of absence or optimal use of the marketing communications in the book sector in Slovakia. For comparison with other states, the Slovak book market does not publish as many books annually, as our closest neighbours. In november 2018 the slopes of librarians and information workers of the Czech Republic published on theirs Facebook page the graphic information on the number of publications issued in one year, per million inhabitants. If we take into account data from the year 2016, there are 500 publications in Slovakia. Based on the above figures, it is advantageous for businesses to use the online marketing promotion of books.

3 *1 Out Of 2 Persons Inches The EU Purchased Online in 2015.* [online]. [2019-09-15]. Available at: <<https://ec.europa.eu/eurostat/documents/2995521/7103356/4-11122015-AP-EN.pdf/276b6a7c-69a6-45ce-b6bf-488e975a8f5d>>.

followed by the book market in Slovakia. According to Eurostat, the number of not only Internet users is increasing every year (in Slovakia in 2018 they⁵were registered 78 %), but also internet customers. While in 2007 they were 37 %, in 2015, the number of customers purchasing via the Internet increased to 53 %, with what the European Union itself met its goal to cross the 50 % limit. We can say that in 2019 this number is greater, although the latest comprehensive statistics at this time are not available. Respondents aged 16 to 74 from all EU countries were enrolled in the research sample. Most Internet customers are located in the UK (81 %). The Czech Republic records 45 % of shoppers over the Internet. A little better is the Slovakia which, according to Eurostat, has 50 % of Internet customers, which means that Slovakia is included among the European average. ⁶ In the Slovak company, Internet connection is a natural factor not only for almost every household, but also individuals using mobile Internet. In 2017, the mobile internet was used up to 65 % of users. ⁷ This once new trend has been inherently applied in our lives not only in the work area, but also in the area of social educational, etc. This is where the companies has used the offered advantage and strengthened its position on the market. Their current or potential customer can actively look for more information from the convenience of home, shop through eshop or compare product characteristics. The task or marketing communication today is not only to advertise the product, service or the company itself to its target group. In our opinion, companies should take care of their customers in a virtual environment and actively differ from competition. It is important to maintain pace with market dynamism and to continually adapt to new trends requirements, with not only satisfied customers the enterprise can achieve more profit. That is why it is also paramount in the book sector to create and maintain a double-sided relationship that is appropriate to submeasure activities.

5 *Individuals who used the internet, frequency of use and activities.* [online]. [2019-12-20]. Available at: <http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_r_iuse_j&lang=en>.

6 *1 out of 2 persons in the EU purchased online in 2015.* [online]. [2019-12-20]. Available at: <<https://ec.europa.eu/eurostat/documents/2995521/7103356/4-11122015-AP-EN.pdf/276b6a7c-69a6-45ce-b6bf-488e975a8f5d>>.

7 *Statistics Digital Economy and Company – Households and individuals.* [online]. [2019-12-27]. Available at: <https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals/sk#Pr.C3.ADstup_na_internet>.

In his publications, Bačík defined the Internet environment as follows: *"The Internet is the ideal medium for direct reach and direct communication with customers. But it will never be a mass medium that can tightened the entire communication. It is the appropriate medium on which the larger part of the cross-media campaign ends, because only there we can obtain from customers quickly and effectively their views, datas, wishes and complaints. We can provide comprehensive information, but we can mainly achieve direct action, that is a purchase or an order."*⁸ The idea is complemented by Miklošík, and his definition Internet marketing: *"E-marketing is a set of marketing tools, methods and techniques that use electronic environment, electronic means of communication and electronic presence of the target audience."*⁹ We share most with Kotler and Amstrong. They have defined the online marketing communications as part of the direct advertising that emphasizes products and services and builds relationships with the current or potential target group in the Internet environment. The advantage for businesses is regular use of Internet by customers. This extends the use of the online ad's advertising in the company's daily activities. Companies themselves are also becoming more popular. The Internet is constantly affecting the current or potential target audience.¹⁰ According to Taranpreet Kaur and Enu Sambyal, the online marketing communication is used by companies in particular for two reasons – communicating with target groups and informing customers and persuading users to buy the product sooner or later.¹¹ We share this statement because it is very important in the book sector in Slovakia. If the current or potential customer scans the Internet for books, there is a great assumption that he will buy the book directly on the e-shop or when he visit the brick-and-mortar. We may divide the online marketing communications on the Slovak book market into:

1. Email marketing (e.g. Albatros media regularly sends information to customers about books in email form);
2. Search engine marketing, so-called SEM and SEO;
3. Social Network Marketing (in Slovakia, publishers use to communicate with target groups in particular Facebook, Instagram and YouTube);

8 BAČÍK, R. et al.: *Online marketing*. Prešov : Bookman, s.r.o., 2014, p. 12.

9 MIKLOŠÍK, A.: *E-marketing ako integrálna súčasť marketingu vysokej školy*. Bratislava : EKONÓM., 2013, p. 7.

10 KOTLER, P., AMSTRONG, G.: *Principles of Marketing*. London : Pearson, 2014, p. 525.

11 SAMBYAL, E., KAUR, T.: *Online Marketing Communication*. [online]. [2019-12-27]. Available at: <http://cbsmohali.org/img/Journal_1-132-137.pdf>.

4. Many types of display ads (this type of marketing communication uses the popularity of the Internet bookshop Martinus.sk as one of the ways of remarketing or affiliate program for partners).¹²

1.1 Email Marketing

This is the sending of regular or irregular email-requested e-mail to customers. The recipient must primarily give an interest in sending the information to his or her email, and is fully informed of how he will be treated with his personal information, what messages and information he may be served on, how he can revoke his consent and also how he can Request deletion from the database. Email marketing is often used in the Slovak book market. We may assume that a user who requests the sending of such e-mails is interested in the enterprise and products or services, so it is very important for its operation. By communicating, we can support its re-visit to the website and actively communicate with the company.¹³ Email marketing can help book businesses record a high amount of statistical data that can later be analyzed and used when planning another campaign.

1.2 SEM and SEO

Search Engine Marketing (hereafter referred to as SEM) is a form of marketers that increases the visibility of web pages in search engines. SEM uses Search engine optimization (hereinafter referred to as SEO). There are many websites and blogs in the Internet environment, so it is in the interest of marketers and companies to continually improve the display of their website without using a high budget. It is advisable to continually adapt the content so that it is organically (i.e. unremunerated) sought after. For example, Google is the most widely used internet search engine, recording up to 3.5 billion searches a day.¹⁴ SEO is unsponsored by placing links in search engines. It is in the interest of companies to customize the content of the pages so that their search engine automatically places the best position when sorting the results.

12 JANOUCH, V.: *Internetový marketing*. Prague : ComputerPress, 2014, p. 237.

13 SMITH, P., ZOOK, Z.: *Marketing Communications Integrating offline and online with social media*. London : Kogan Page, 2011, p. 399-401.

14 MENŠÍK, M.: *Internetové fakty a štatistiky za rok 2018 | INFOGRAFIKA*. [online]. [2019-01-03]. Available at: <<http://pages.gseis.ucla.edu/faculty/kellner/papers/SAGEcs.htm>>.

It includes all methods and practices that lead to the adaptation of the site to be placed on the best positions in the search engines, without the need for paid promotions. However, SEO is not only dedicated to technical optimizations. Rather, it focuses its interest in optimizing the content of the pages that people are searching for. Ways to improve your position in search engines are many and many companies use them. It's important to link the use of keywords, overlays to internal or external links, highlight search words, use images, correct text breakdown, visitor comments, and more. For the book market in Slovakia it is convenient to use search engine marketing in particular to recycle content and link the current or potential group of an enterprise with a web based location.

1.3 Social Networks

Social networks are now an integral part of everyday life, but also the business marketing communications of businesses. Businesses can benefit with their use of the paid form of advertising (PPC campaigns, paid posts or articles, etc.). On social networks, in our opinion, the virtual form Of Word Of Mouth Marketing, when current or potential customers sell a message, information about products or services to other users, whether oral or written. In January 2018, the social networks benefited 3,2 billion users from all over the world. Compared to the previous year, the number increased by 13 %. Up to 91 % of social network users use access to them via their mobile phone or tablet.¹⁵ Advertising campaigns placed on social networks are now standard. The book market also uses the ability to promote and communicate with customers. This makes the two-sided business vs. customer relationships supported.

2 Methods of Scientific Research

The aim of the contribution is to analyse the selected online book campaign of the publishing house Slovart Booklab. We have distributed a questionnaire between the relevant target group in Slovakia for a more effective verification of the established assumptions. We have focused in particular on the perception of communication of the publishing brand to respondents and its quality. During the review, we focused on the promotional campaign of the popular book Kosec. We have created an

15 MENŠÍK, M.: *Internetové fakty a štatistiky za rok 2018 | INFOGRAFIKA*. [online]. [2019-01-03]. Available at: <<http://pages.gseis.ucla.edu/faculty/kellner/papers/SAGEcs.htm>>.

online questionnaire (Google form) and this questionnaire was addressed by respondents using Facebook and Instagram. At the outset, we filtered respondents according to the following characteristics:

1. The selection of respondents was age-limited. The survey was attended by respondents aged 15 to 45 years. We mainly focused on this target audience because of the genre of published books by this publishing house. Slovalt Booklab focuses on literature for youth and young adults, so called Youngadult literature. We also set the lower limit of 15 years with the help of Eurostat results, which the lower limit is considered relevant for the smooth use of the Internet.¹⁶
2. The questionnaire required the respondent to answer the question of interests and hobbies. We have limited our research to respondents who like and regularly read and are interested in a specific genre of literature.

These two properties have narrowed down our sample of respondents from whom we could get relevant results. Due to the fact that we do not know the size of the selected sample, we have calculated according to the formula of the calculation. Based on the result, we needed 386 questionnaire replies, and we worked with 95 % of the reliability of the calculation. We distributed the questionnaire using the Facebook and Instagram social network, and we have paid advertising for the time being investigated. We have listed the selected respondents selection file in the sample display selection. We have set several assumptions:

1. We assume that more than 80 % of respondents are inspired by the tips of book bloggers.
2. We assume that more than 60 % of respondents have purchased a Kosec book based on an online campaign by Slovalt Booklab.
3. We assume that more than 90 % of respondents will also continue to follow activities of Slovalt Booklab in the online's environment.

Within empirical research on this post, we have used structured observation of the investigated phenomenon, an interview with Slovalt, an analysis using selected online tools and the results of the primary query. As an object of exploration, we have chosen the online marketing tools used by the marketing department on a regular basis.

16 *Statistics Digital Economy and Company – Households and individuals*. [online]. [2019-12-27]. Available at: <https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals/sk#Pr.C3.ADstup_na_internet>.

3 Characteristics of Slovart Publishing

Slovart Publishing is one of the best known publishing houses in Slovakia. It publishes hundreds of quality titles annually (about 1740 Books in the last 5 years). It brings to the book market not only books by leading Slovak or world writers, but also monographs of top artists and modern literature for young adults. The goal of the publisher is to remain the publisher of the best books. The director is Juraj Heger, who has been at the forefront of the company since its beginning in 1991. Among other things, Slovart supports many activities that contribute to the popularization of reading, especially among children and young adults. In cooperation with the Children's Certainty Line, they organize the Children's reading marathon. Slovart is also a partner of the Night with Andersen event, and sponsored books for summer camps and other activities for young adults from socially disadvantaged families. Slovart publishing house launched on May 1, 2012 its edition Slovart Booklab, which was co-founded with Erik Fazekáš. This new section of the Slovart publishing house is in charge of young adult books of different genres at all stages of their publication, including marketing communications. In December 2018, the management of Slovart Booklab changed and Dana Brežňanová replaced Fazekáš. The idea of separating the publishing of books for young adults was so successful that the Booklab project was also adopted by and subsidiary in The Czech Republic.¹⁷



Picture 2: Slovart Booklab logo

Source: Internal materials of the publisher

17 BIRCH, D. (employee of Slovart Publishing House): *Marketingová kampaň všeobecne a kampaň knihy Kosec*. [Interview]. Released on 1st December 2017. Bratislava : Slovart Publishing House, 2019.

3.1 Marketing Mix of Slovalt Booklab

- **product:** Slovalt Booklab publishes printed as well as electronic books for young adults. They rank products by genre because they know from their experience that older readers also reach for books for the younger and vice versa. The only age limit is for books that are containing explicit sex scenes which require an adult (mature) reader,
- **price:** the price in the e-shop is generally recommended. However, in other e-shops (eg Martinus.sk) it can be cheaper by 20 %. There is no significant difference between the price of a book from the e-shop and from the brick and mortar;
- **distribution:** customers can buy books from bookstores or directly from publishing house;
- **marketing communication:** online communication mix will be defined later.

3.2 Slovalt Booklab Target Audience

Slovalt Booklab divides the target audience into two segments:

- **primary target audience:** in this category we include young adults. We can also include those who have grown up on books from this edition and are already in their adult years, still liking the authors and their work Slovalt Booklab publishes,
- **secondary target audience:** This group includes family members, acquaintances and close surroundings of the primary target group who are potential customers of the publishing house or have personal experience with it, but are not loyal readers or customers, or do not buy offered books for yourself.

3.3 Product Portfolio of Slovalt Booklab

We can divide books in:

- adventure literature for young;
- romantic literature for young adults;
- sci-fi, fantasy and dystopian literature for young adults;
- other literature for young adults;
- literature 18 +.

3.4 The Competition of the Slovalt Booklab

Slovalt Booklab's marketing team monitors the competition, but not with the goal to develop a strategy against it. When competing publishing house enters the market with a new book, they take note of this information and are specifically interested in the author they have chosen, the genre they have chosen, the series they continue and so on. They are also interested in what kind of posts in the online space followers respond positively or negatively, but they also follow this factor in other book accounts. In the area of auctioning new book rights they consider Yoli (Ikar) and CooBoo (Albatrosmedia) as their competition. However, taking a position and developing a strategy in this activity is not the responsibility of the marketing department.

3.5 Analysis of the Initial State of Used Online Marketing Campaign

Online marketing communication is crucial for the publishing edition, especially when communicating with the primary target audience. Slovalt Booklab and its marketing team choose books based on recommendations from friends and acquaintances or influencers they follow. Spontaneous shopping in a bookstore is also an option, but rather marginal. They assume that as they live their lives online, they shop online. The publishing house does not possess statistical data to support this claim, and marketing campaigns are planned only on the basis of their personal experience. The analysis results are as follows:

- **web page** – the publishing House has registered its own domain, but the design of the Slovalt Booklab is not somehow separated. The site is confusing, and potential customer goes through it only intuitively. It's missing deeper content, mobile version of the page is average. Kosec is mentioned there only as a product in the e-shop,
- **Facebook** – Slovalt Booklab has its own Facebook page that 4012 users like on 15 September 2019. The site was created on April 30, 2012. In the promotion of the book Kosec several articles were published, but each lacked a call to action. Although it is a book of the Slovalt Booklab edition, the Slovalt logo was used in the graphic, the photograph is without graphic intervention, which makes it unattractive for the reader. Not a single post was supported with sharing or comments from their collaborating influencers who are important in online promotions of published books,
- **Instagram** – in its communication with customers, Slovalt Booklab also uses an Instagram account that has a unified thematic

feed but not on graphical side. They add posts irregularly. As of September 20, 2019, 1285 own and shared posts were posted. Their Instagram is followed by 4281 Instagram users. According to Hypeauditor, the Slovalt Booklab is followed in Instagram by 74,2 % of real people, 2,9 % of influencers, 7,2 % of mass followers, 15,8 % of suspicious accounts. Several posts or stories have been added during Kosec campaign. Stories are not archived, so we can't access their data. One post is shared by a book blogger and the other is recycled from the Facebook page. Post from book blogger had reached 1227 users, 9 profile visits and 2 saves. It received 167 likes and contains no comments. The second post has reached 1358 users, 11 profile visits and was saved 10 times. It received 202 likes and one comment was published but not answered. In our opinion, communication via Instagram is more effective in viewing and responding than on Facebook. Again, Kosec posts lacked a call to action to encourage followers to comment or share. In one post, a comment was added to which the publisher did not respond, which we believe is a failure to take advantage of a favorable situation from the publisher's side,

- **book influencers** - in Kosec promotional campaign Slovalt Booklab cooperated with 12 bloggers we are unable to assess the impact of individual posts as the marketing team does not keep detailed statistics on blogging outcomes or the information through which channels they distribute the content. Only books were sent to bloggers and Slovalt communicated with them only via email. Although the way in which bloggers communicate with their readers is more important for Slovalt Booklab, we see a major failure in not measuring statistics and not defining KPI targets in their outputs and communication.

3.6 Results of the Questionnaire Survey

To verify the data reported from the analysis of the online tools we distributed a questionnaire among the readers. The questionnaire was based on a sample of 386 respondents of both sexes aged between 15 and 45, all of whom regularly read books published by Slovalt Booklab and bought at least one this year. For a more efficient analysis of the promotion of Kosec, we have included questions on the Slovalt Booklab online tools. In the first question we asked respondents whether they are satisfied with the offer of literature that Slovalt Booklab brings to the Slovak book market. The answer Yes chose 89,3 % of respondents.

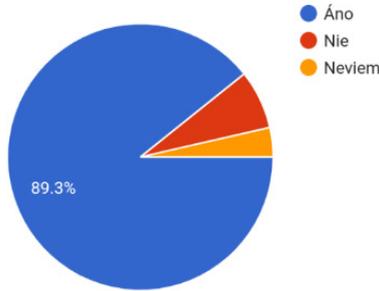


Chart 1: Satisfaction with Slovart Booklab literature offer

Source: Own processing

In order to provide additional information, we asked the respondents in the second question if the selection of published books offered by Slovart Booklab suit them. (The question was displayed for these, who replied negatively in previous question). Respondents mostly replied:

- *“For the past year the selection of books didn’t suit me.”* (61x);
- *“They misses a lot of great pieces which are published by their competing publishing houses.”* (78x);
- *“I don’t like the new trend of LGBT literature.”* (63x).

In question n. 3 we were interested on what online channels respondents follow Slovart Booklab’s activities. We use the percentage evaluation to determine the significance of each option.

Table 1: Attendance of FB Slovart Booklab from the perspective of respondents

Facebook		
	N	%
At least once per day	64	16,58 %
At least once per week	150	38,86 %
At least once per month	121	31,34 %
I don’t know	6	1,55 %
Never	45	11,65 %
Together	386	100 %

Source: Own processing

38,86 % of respondents visit the Slovalt Booklab Facebook page at least once a week, 31,34 % at least once a month, and 16,58 % at least once a day. 1,55 % of respondents were not able to comment on the frequency of Facebook page traffic and 11,65 % of asked never visited Facebook page.

Table 2: Attendance of IG Slovalt Booklab from the perspective of respondents

Instagram		
	N	%
At least once per day	203	52,59 %
At least once per week	116	30,05 %
At least once per month	50	12,95 %
I don't know	0	0
Never	17	4,40 %
Together	386	100 %

Source: Own processing

At least once a day an Instagram page of Slovalt Booklab is visited by 52,59 % of respondents, at least once a week by 30,05 % and at least once a month by 12,95 %. The Slovalt Booklab Instagram account has never been visited by 4,40 % of respondents and no one has marked. The option "I don't know".

Table 3: YouTube Slovalt Booklab traffic from the respondents' perspective

Youtube		
	N	%
At least once per day	0	0
At least once per week	0	0
At least once per month	5	1,3 %
I don't know	16	4,15 %
Never	365	94,56 %
Together	386	100 %

Source: Own processing

94,56 % of respondents marked the option “never”.4,15 % of respondents picked the option “I don’t know” and 1,3 % of respondents “at least once a month”.

Table 4: Visiting the Slovart website from the perspective of respondents

Website of Slovart		
	N	%
At least once per day	0	0
At least once per week	28	7,25 %
At least once per month	168	43,52 %
I don't know	10	2,59 %
Never	180	46,63 %
Together	386	100 %

Source: Own processing

46,63 % of respondents never visited the Slovart website, 43,52 % at least once a month, 7,25 % at least once a week, and the “do not know” option was picked by 2,59 % of respondents.

Table 5: Attendance of book bloggers cooperating with Slovart Booklab from the perspective of respondents

Book Blogs		
	N	%
At least once per day	154	39,86 %
At least once per week	191	49,48 %
At least once per month	16	4,14 %
I don't know	15	3,88 %
Never	10	2,59 %
Together	386	100 %

Source: Own processing

Book Bloggers working with the Slovart Booklab edition are visited at least once a week by 49,48 % of respondents, at least once a day by 39,86 % of respondents and at least once a month by 4,14 % of respondents. 3,88 % of respondents did not know the answer and 2,59 % of respondents never visited. In question n. 4 we asked how to satisfied the respondents are with Slovart Booklab online communication.

Table 6: Satisfaction with online marketing communication Slovalt Booklab on Facebook

Facebook		
	N	%
Very Satisfied	97	25,13 %
Satisfied	114	29,53 %
Neutral	65	16,83 %
Dissatisfied	32	8,29 %
Very Dissatisfied	33	8,54 %
I Don't follow them	45	11,65 %
Together	386	100 %

Source: Own processing

Respondents are satisfied with Slovalt Booklab communication on Facebook page (29,53 %). 25,13 % of respondents picked the option “very satisfied” and 16,83 % respondents picked the option “neutral”. 8,29 % of the respondents are dissatisfied and 8,54 % are very dissatisfied. 11,65 % of respondents do not follow the Slovalt Booklab Facebook page.

Table 7: Satisfaction with online marketing communication Slovalt Booklab on Instagram

Instagram		
	N	%
Very Satisfied	118	30,57 %
Satisfied	241	62,43 %
Neutral	0	0
Dissatisfied	10	2,59 %
Very Dissatisfied	0	0
I Don't follow them	17	4,40 %
Together	386	100 %

Source: Own processing

62,43 % of respondents are satisfied with Slovalt Booklab communication on Instagram, 30,57 % of respondents are very satisfied and 2,59 % are dissatisfied. Communication on this social network is not followed by 4,40 % of respondents. The option of neutral and very dissatisfied was not picked by anyone.

Table 8: Satisfaction with online marketing communication Slovart Booklab on YouTube

Youtube		
	N	%
Very Satisfied	4	1,03 %
Satisfied	3	0,77 %
Neutral	5	1,29 %
Dissatisfied	4	1,03 %
Very Dissatisfied	5	1,29 %
I Don't follow them	365	94,56 %
Together	386	100 %

Source: Own processing

94,56 % of respondents are not watching YouTube. The other options are not relevant to our analysis.

Table 9: Satisfaction with online marketing communication of Slovart Booklab on their website

Website		
	N	%
Very Satisfied	49	12,69 %
Satisfied	36	9,32 %
Neutral	51	13,21 %
Dissatisfied	0	0
Very Dissatisfied	70	18,13 %
I Don't follow them	180	46,63 %
Together	386	100 %

Source: Own processing

Communication on the Slovart website is not followed by 46,63 % of respondents. Very dissatisfied was marked by 18,13 %, neutral by 13,21 %, very satisfied by 12,69 % and satisfied by 9,32 %. The option dissatisfied was not marked by anyone. In the fifth question we were wondering if the respondents would like to change something in the Slovart Booklab online communication. 40,9 % answered no, 36,4 % yes and 22,7 % of respondents could not answer the question.

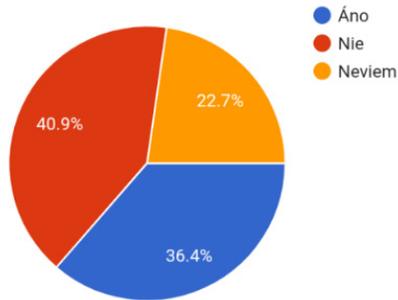


Chart 2: Changes in Slovart Booklab's online communication

Source: Own processing

Question n. 6 complemented the previous question. We were interested in what the respondents would like to change specifically in online communication. The most common repetitive answers are:

- *"More activity and interactivity with readers, better photos, return to YouTube, etc."* (43x);
- *"I don't like that the Booklab project looks unfinished."* (97x);
- *"Communicate more and respond to readers"* (83x);
- *"More posts about new books, more videos about the books they plan to publish."* (113x).

In the sixth question we wanted to know if the respondents were inspired by the Slovart Booklab book tips that they publish online. 90,9 % of respondents replied positively.

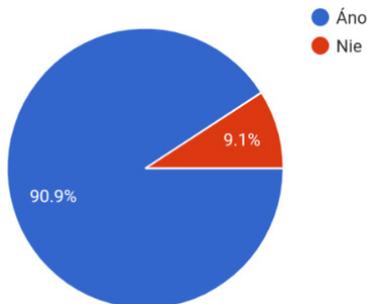


Chart 3: Inspiration by online book tips from Slovart Booklab

Source: Own processing

In question n.7 we asked whether they had ever bought (received, borrowed or donated) book based on the Sloart Booklab recommendation. And positive answer was given by 77,3 % of respondents.

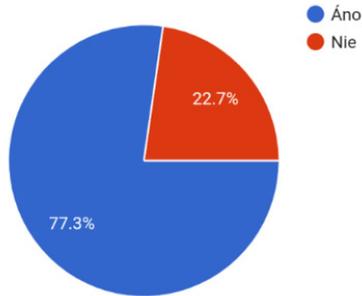


Chart 4: Buying books based on Sloart Booklab recommendations

Source: Own processing

In the 8th question we asked if they were interested in the books based on the recommendations of book bloggers and other magazines. Up to 90,9 % of respondents indicated yes.

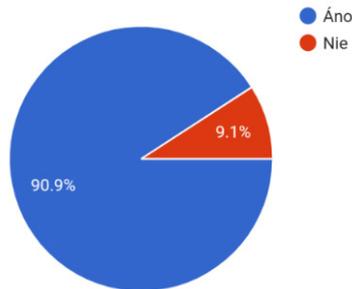


Chart 5: Inspiration by book bloggers and othe magazines

Source: Own processing

In question No. 9 We were interested whether our respondents bought (received, borrowed, donated) and book based on the recommendation of a book blogger or other magazines that collaborates with Sloart Booklab. 90.9 % answered yes.

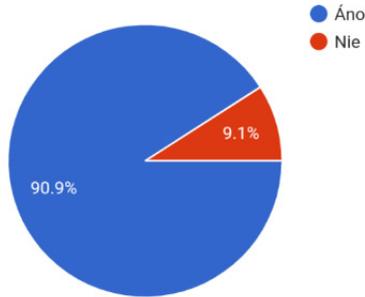


Chart 6: Buying books based on recommendation from bloggers and other magazines

Source: Own processing

In question 10, we were wondering if respondents noticed the online marketing campaign of Slovalt Booklab for Neal Shusterman’s scythe. Everybody answered yes. In question No. 11 We asked where the respondents noticed the online promotion of Scythe. They could select multiple options. Articles of book bloggers were marked by 361 respondents, the Slovalt Booklab Facebook page was marked by 155 respondents and Instagram or Facebook page of book bloggers was marked by 140 respondents. The bar graph is given in absolute numbers.

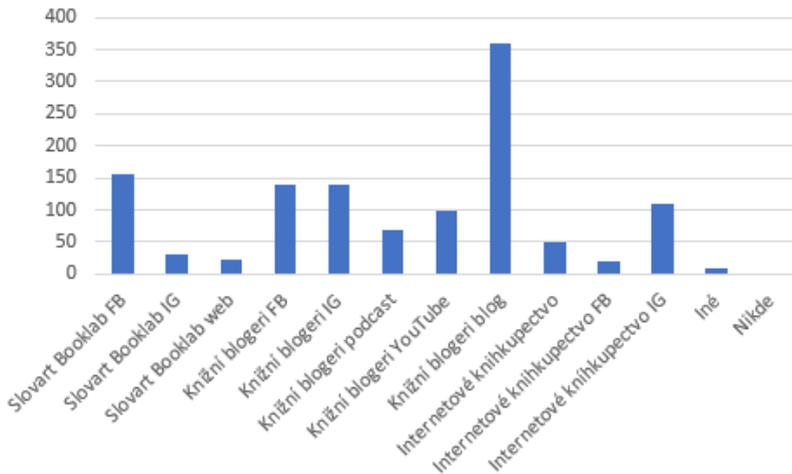


Chart 7: Perception of online marketing campaign by respondents

Source: Own processing

Question n. 12 shows which recommendations of our respondents persuaded them to buy the book *Kosec*. Again, they could label multiple responses. The recommendation of a book blogger was tagged by 330 respondents, and recommendation on the book portal (eg Goodreads and Databáze knih) was tagged by 110 respondents, and the recommendation by Slovar Booklab at Instagram was marked by 80 respondents. The bar graph is given in absolute numbers.



Chart 8: Purchase of the book *Kosec* based on recommendation

Source: Own processing

In question n. 13 we wondered whether the respondents were satisfied with the choice of the book. We think that a positive experience based on someone's recommendation is important for re-purchasing or communicating with the publisher, bookstore or book bloggers. Up to 96,3 % of respondents gave a positive answer.

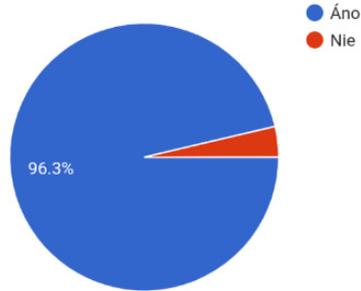


Chart 9: Satisfaction with choosing a book

Source: Own processing

Question 14 complements question number. 22 and partially 23. We asked the respondents what persuaded them to buy Kosec. Here are the most common repetitive answers:

- *“Good references” (31x);*
- *“Recommendation of a trustworthy person as well as the book cover.” (45x);*
- *“Suggestion and recommendations” (38x);*
- *“They’re liked by bloggers I know and have similar tastes.” (56x);*
- *“Reviews and popularity” (51X).*

Question 15 asks whether respondents will continue to follow Slovart Booklab in the online environment. All respondents answered yes.

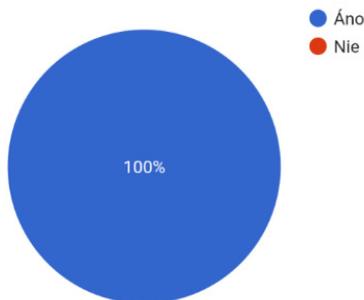


Chart 10: Monitoring of the online marketing communication of Slovart Booklab

Source: Own processing

We have completed this question with question number 16 where we were wondering where our respondents would follow Sloart Booklab. From the answers we choose the most frequent:

- “Facebook” (52x);
- “Instagram” (124x);
- “Book bloggers” (151x).

4 Summary of Research Results

Sloart Booklab brings popular books to the Slovak market not only for children and teenagers. Although they use an attractive mix of the online marketing tools we think, there is not sufficiently fulfilled their potential. Due to these details, they can lose loyal customers and a valuable competitive advantage. From the results of the questionnaire survey, we found the perception and shortcomings of the marketing communication of Sloart Booklab, but also specifically their campaigns of the Kosec book by Neal Shusterman. Based on the answers, we have developed a typical customer profile of Sloart Booklab. A woman aged 19 to 25 who likes to buy books from this edition, although she does not know exactly what is the difference between Sloart and Sloart Booklab. It is mostly satisfied with the offer of literature that the edition offers, and also follow Sloart Booklab in the online area, mostly on Facebook, Instagram and through book bloggers. She does not want to change anything in the online communication, but has a few suggestions to resolve the shortcomings. It is inspired by the tips that are not only from Sloart Booklab, but also from collaborating book bloggers, and will purchase a book based on their recommendations. The campaign on Kosec was perceived and noticed it thanks to book bloggers and via Instagram, and based on the recommendation she buys the book and is satisfied with the choice. On the basis of good experience, she will continue to follow the Sloart Booklab in the online environment – mainly on Facebook and Instagram of publishing house or book bloggers. At the outset, we set out the expected results of the research carried out, which we have confirmed or disproved thanks to the questionnaire:

1. We assume that more than 80 % of respondents are inspired by the tips of book bloggers. The assumption was confirmed in question 8.
2. We assume that more than 60 % of respondents have purchased a Kosec book based on an on-line campaign by Sloart Booklab. The presumption was confirmed in question 7 and 9.
3. We assume that more than 90 % of respondents will also continue to follow the activities of Sloart Booklab in the online environment. The assumption was confirmed in question 15.

The edition Sloart Booklab in particular needs to enhance collaboration with book bloggers. In view of their strong position, which is increasingly growing, it is advantageous to organize regular meetings, where the publisher would speak to a blogger about the various innovations from their environment and from the environment of the books they intend to publish, with more involvement in the brainstorming sessions in the planning of the on-going campaigns. A closer collaboration can create a sense of importance with a blogger and strengthen the relationship with the campaign and the book blogger will gladly share it with the reader. Active blogging/vlogging is also welcome. Creating your own content leads positively to reaching out to new target groups and maintaining loyal customers. We do not think that if the publishing house owned a blog/vlog, they would be competing with collaborating book bloggers. On contrary. They could link content to each other and create a strong network of information, which would also positively affect their SEO optimization. The blog could also disclose information about upcoming books for readers, various fun quizzes or testimonials that are now absent on the web. A fundamental problem in the online communication is an undeliverable style of communications that would differentiate on Facebook and Instagram (or other channels of communication). Ideally it should create an individual style of communication on Facebook and individual style of communication on Instagram. It is necessary to improve the quality and compositing of product photographs that do not have a comprehensive visual. A company should not forget in contribution on any social network the call to the action, which is currently significantly lacking and also regularly answer to any comments that the readers will leave. Last but not least, it is important to regularly add contributions, which greatly helps to increase the involvement on the social network.

Even though the Sloart and its edition Sloart Booklab is a popular publishing house in Slovakia, it is necessary to continually analyse the realized campaigns and to improve them on the basis of identified shortcomings. Recycling content into different forms is efficient and more creative for readers. Creating the desired video content can attract new audiences, but also strengthen the competitive edge. If you want to communicate the Sloart Booklab still active on social networks, it is necessary to take the tracers. If they do not refrain from a contribution of at least 3 seconds, the algorithm evaluates the content as unappealing, and in the future it will no longer be visible without the paid promotion of that group. Attractive video attracts the necessary attention.

Conclusion

It often happens that although a good-quality book is released and can reach thousands of readers, it will not happen because it has poor marketing. In today's digital time it is important to communicate about a book with readers not only offline form, because that does not suffice the needs of a dynamic market. Therefore, we think that in the campaigns of publishers there is an online marketing communication, which not only significantly affects the sale of books, but also strengthens the relationship with the readers, reaching out to potential customers and publishing differs from the competition. Even though Slovart Booklab is a popular publishing house in Slovakia, it is necessary to continually analyse the realized campaign campaigns and to improve them on the basis of the shortcomings identified. This publishing edition has the interest of actively communicating with the public just by means of a virtual space. That's why we chose Slovart Booklab as an object for the empirical part of this post. For more relevant results, we have also made a questionnaire survey in addition to our own analysis and observations. Even though the Slovart and its edition Slovart Booklab is a popular publishing house in Slovakia, it is necessary to continually analyse the realized campaign campaigns and to improve them on the basis of the shortcomings identified. The above mentioned steps should lead to an improvement in their market situation.

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Contact data:

Mgr. Jana Paveleková

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

jana.pavelekova@ucm.sk

REMAKE AS A COMMERCIAL MEDIA STRATEGY

Hana Pravidová

Abstract

This study focuses on commercial strategies in media production. It analyses the phenomenon of media content recycling in various types of formats and genres, including journalism, in detail. The concepts of employed by authors analysing the phenomenon of post-modern culture, and partly also popular culture, in the second half of the 20th century up to the present are also characterised and explained in more detail. The author highlights the parallels between post-modern and popular culture and media culture. It is posited that there are clear parallels between their mental outlook. A premise is formulated within this context according to which the production and recycling of stories in a diverse range of media genres is a significant discursive practice in post-modern media culture. Three universal factors involved in the phenomenon of remakes are defined and characterised within media production strategies. These include target audience hedonism, the power of storytelling, and pragmatism supporting an effective media production recycling strategy. The author states that this strategy of repeating stories may be observed in media genres, as well as in fashion design and among successful brands in the past, as well as in various sectors of consumer goods production.

Key words:

Media Creation. Media Culture. Media Production. Popular Culture. Postmodern Culture. Production Recycling. Remake.

Introduction

There is no doubt that life at the end of the second decade of the third millennium is an exceptionally economically, socially, culturally and politically turbulent time. Time has accelerated and social and economic processes continue to accelerate, along with changes in the cultural and natural environments. The emergence of a post-industrial, information society is reflective of fundamental changes in the world of technology. Such changes primarily involve computing technologies, which in the second half of the past century gave rise to an entire class of new processes across all sectors of social practice.¹ Information and the technical and technological development of electronic and digital communication technologies became

1 See also: TOURAINE, A.: *La société post-industrielle. Naissance d'une société.* Paris : Denoël, 1969.; BELL, D.: *Kulturní rozpory kapitalizmu.* Prague : Sociologické nakladatelství, 1999.

the driving force behind these changes. Their introduction continuously drives and reinforces economic, political and cultural processes. According to Castells, the result has been acceleration in the global flows of capital, information, technologies, images, sounds, and symbols, including the flow of migrants.² These changes have also resulted in changes in terms of cultural and media productions. Popular and post-modern culture³ blur the boundaries between high and low culture, new aesthetic paradigms have emerged, a generally accepted concept of pluralism has been created, new cultural logic has established its own rules, specific visualisation and interpretation, as well as an unconventional perception of the world.⁴ This is clearly reflected in the definition of parameters for new cultural concepts in media creation. The commercialisation of creative processes and their economic exploitation have penetrated into nearly all areas of media production. This formed against the backdrop of popular culture and post-modern stigmas forming the mental outlook of media culture. We are bearing witness to a strengthening tendency in media creation. This is driven by the greater attractiveness of stories among the recipients of media content and pragmatic factors underlying production strategies. The objective of the study is to define those universal factors that determine the high degree of attractiveness of media stores among recipients by applying a hermeneutic approach to the investigated issue along with inductive-deductive methods. The study also aims to point out the pragmatism and rationality of media companies favouring a production strategy based on a repetition of familiar stories.⁵

2 CASTELLS, M.: *The Rise of The Network Society*. Oxford : Blackwell Publishing, 1996, p. 412.

3 Remark by the author: The phenomenon of popular culture is not explicitly covered in the study. It may be understood in the context of post-modernity and the overall development of the cultural situation in the second half of the 20th century. Its definitive framework was defined by Fiske in the 1980s. He considers the popular culture a culture providing a whole range of pleasures, while popularity is a gauge of the success of a cultural product on the market and a gauge as to how the desires of its consumers have been met.; See also: FISKE, J.: *Understanding Popular Culture*. New York . Unwin Human, 1990.

4 For more information, see: LYOTARD, F.: *O postmodernismu*. Prague : Filosofia, 1993.; JAMESON, F.: *Postmodernism, or, The Cultural Logic of Late Capitalism*. Durham : Duke University Press, 1991.; PAVELKA, J.: *Kultura, médiá, literatura*. Brno : Středoevropské centrum slovanských studií v Brně, 2004.

5 Remark by the author: A remake in media studies is a defined term that refers to something that is taken over and reworked. It speaks to the new formulation of a successful older work, be it film, music, computer game, etc., while trying to repeat the previous processing.

1 Popular Culture Stigmas in Media Culture

Reflecting on the situation in the development of the post-war society and culture at the end of the 1970s, Lyotard⁶ referred to it as post-modernity. The term presents the consequences of the confluence of three new trends in society. The first is the interplay of post-industrial society, neo-liberal politics and consumerism. The second resulted from a change in the discourse in scientific research, in particular the relativisation of scientific progress and art. The third trend is an apparent and demonstrable transformation of the aesthetic paradigm. Since the second half of the 20th century, social scientists have pointed out the consequences of empirically graspable phenomena. Accordingly, it is more and more evident that the world is becoming more open, more globalised, more diverse and yet more homogenized.⁷ Free capital infiltration and labour migration are starting to open space for the intersection of various cultural elements. The concept of pluralism has gradually become a creative dogma influencing ways of thinking and a variety of lifestyles. The paradigm of economically profitable creativity has established itself in all areas of social practice. Welsch's definition of such multiplicity in artistic work underlines the plurality of language, models and practices.⁸ The new "megatrends of creativity"⁹ in the second half of the twentieth century are driven by economic processes and financial exploitation in culture and art. The cultural industry is becoming a lucrative business sector with an institutionalized supreme value, in this case profit. Adorn and Horkheimer's critical attitude towards the cultural industry¹⁰

6 LYOTARD, F.: *O postmodernismu*. Prague : Filosofia, 1993, p. 208.

7 See also: BAUMAN, Z.: *Globalizace. Důsledky pro člověka*. Prague : Mladá fronta, 2000.; BECK, U.: *Was ist Globalisierung? Irrtümer des Globalismus – Antworten auf Globalisierung*. Frankfurt am Main : Suhrkamp, 2004.; WELSCH, W.: *Naše postmoderní moderna*. Prague : České katolické nakladatelství, 1994.; LIPOVETSKY, G.: *Éra prázdnoty. Úvahy o současném individualismu*. Prague : Prostor, 2003. etc.

8 WELSCH, W.: *Naše postmoderní moderna*. Prague : České katolické nakladatelství, 1993, p. 26.

9 ŠABÍK, V.: *Diskurzy o kultúre*. Bratislava : Vydavateľstvo Spolku slovenských spisovateľov, 2001, p. 81.

10 Remark by the author: Adorno and Horkheimer, representatives of the Frankfurt School, analyse the conditions for the emergence of the culture industry and the mass production it produces, especially in media production, as a prerequisite for the emergence of the phenomenon of commercialised culture.; See also: ADORNO, T., HORKHEIMER, M.: *Dialectic of Enlightenment*, Redwood City : Stanford University Press, 2007.; Remark

is replaced by the pragmatism and rationality of post-modernism at the beginning of the new millennium. New economic exploitation systematically protects and legitimises the concepts of the cultural and creative industries. The economic exploitation and commercialization of culture became a legitimate cultural policy, a priority program of the executive of states in the so-called sphere of western civilisation in the 1990s. As a member state of the European Union at this time, Slovakia is responding promptly to a new cultural and political concept. The concepts of cultural and creative industries have been covered by the state's official cultural policy since the beginning of the first decade of the new millennium.¹¹

The official cultural policy of the executive is only one of the factors contributing to the creation of a new reality in the area of culture and media within its framework. This includes the market system in the culture sector. This has become the priority objective for large investments of financial capital from various areas of commercial practice. On the other hand, the phenomenon of the economization and globalization of culture is the object of critical reflection in the studies of several authors. For instance, Jameson's critique of global capitalism controlling the cultural sphere points to a turning point in the understanding of elite and mass culture. The commerce-based system created a new cultural logic.¹² The boundaries between high and low culture have disappeared. Popular

by the author: According to them, the commercialisation of the culture sector has given the owners of mass media a decisive position in society and the ability to manipulate the masses. The rationalisation of production processes, profit maximisation and the quantity of production have come to dominate the basic spheres of human activity: the economy, production, politics and culture.

- 11 Remark by the author: These terms are laid down and defined by the European Commission. They differentiate between and specify the sector of the cultural industry and the sector of the creative industry. The cultural sector includes traditional forms of art: the arts and theatre, cultural heritage, film, audiovisual, television and radio broadcasting, computer games, music and publishing. The creative sector represents the creative industry: design, architecture and advertising and the like.; See also: *Kultúrny a kreatívny priemysel*. [online]. [2019-17-11]. Available at: <<http://www.culture.gov.sk/pособnost-ministerstva/kreativny-priemysel-165.html>>.
- 12 JAMESON, F.: *Postmodernism, or, The Cultural Logic of Late Capitalism*. Durham : Duke University Press, 1991, p. 4.

culture has become the vital force of the economy, and the engine of behind processes for gaining power and generating profit. The arts, including media production, have been swallowed by the production process and the laws of business, which has ultimately led to a surplus of production within the area of popular culture. While the post-modern cultural situation is characterised by its heterogeneous nature, its real expression is a new, systematic cultural norm. It is based on the plurality of forms, their hybridisation and personalisation, ignoring the system of values and aesthetic canons. McGuigan's frameworks for defining post-modernity point to these significant indicators of a new way of cultural creation/production. It is an expression of the new cultural situation in a globalising world. It creates a sector of commodified, hybrid and personalized culture, blurring the differences between media and genres.¹³ Post-modernism from this aspect represents the concept of questioning universal values, historical meta-narrations, and the bounds of objective knowledge. It offers a sceptical view of elite culture but is fascinated by plurality, chaos and cultural relativism. In this context, Pavelka draws attention to the difference between modern and post-modern: "... instead of evolution, order, systematism, symmetry or meaning, they receive other principles that have so far been perceived as minor and marginal: discontinuity, chaos, paradox, asymmetry and nonsense."¹⁴ Bauman talks of this new reality in society and culture as a second modernity deprived of illusion. It reflects the transition from one phase of capitalism to another, towards so-called "fluid modernity". This is the denotation of a society undergoing privatisation of all sectors, deregulation and fragmentation. The result of this process is the establishment of a society with clearly defined properties: variability, consumer behaviour, globalisation and extreme individualisation.¹⁵

Liotard's defined confluence of three new tendencies in society and culture extend into the world of media production. The change of discursive practices in the media, especially their production strategies in the second half of the last century, has become the centre of attention of many media and genre-focused experts worldwide and in

13 McGUIGAN, J.: *Modernity and Postmodern Culture*. Buckingham : Open University Press, 1999, p. 200.

14 PAVELKA, J.: *Kultura, médiá, literatura*. Brno : Středoevropské centrum slovanských studií v Brně, 2004, p. 232.

15 BAUMAN, Z.: *Globalizace. Důsledky pro člověka*. Prague : Mladá fronta, 2000, p. 160.

Slovakia.¹⁶ Altheide and Snow mention a change in media logic, which determines the way in which events are presented and their interpretation and influences the process of creating and the final character of media content. This anticipates a specific systematic approach, i.e. media literacy, which fairly strictly determines how the social, cultural or political reality is evaluated and interpreted. It also determines which perspectives are decisive in this, how the form of the media response is organised, and the manner in which its presentation is exploited. The new era of media logic is fertile soil for the formation of a specific phenomenon known as post-journalism. Form is given priority over content in this phenomenon, which results in a loss of factuality and pertinence as well as the impersonal and critical distance of the journalists themselves. Media literacy establishes a set of rules, procedures and standards conveying characteristics and traits to media and corresponding to the current social and cultural situation.¹⁷ Altheide and Snow's concept of post-journalism highlights,

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- 16 For more information, see: POSTMAN, N.: *Ubavit se k smrti. Veřejná komunikace ve věku zábavy*. Prague : Mladá fronta, 1999.; HEPP, A.: *Medienkultur. Die Kultur Medialisierten Welten*. Bremen : Springer VS, 2013.; MEYROWITZ, J.: *Všude a nikde. Vliv elektronických medií na sociální chování*. Prague : Karolinum, 2006.; TOMILSON, J.: *Cultural imperialism. A Critical Introduction*. London : Continuum, 1991.; ALTHEIDE, L. D., SNOW, P. R.: *Media Worlds in The Postjournalism Era*. Hawthorne, NY : Aldine de Gruyter, 1991.; PROKOP, D.: *Boj o médiá. Dějiny nového kritického myšlení o médiích*. Prague : Nakladatelství Karolinum, 2005.; McCHESNEY, R. W.: *Problém médií. Jak uvažovat o dnešních médiích*. Český Těšín : Grimmus, 2009.; McNAIR, B.: *Sociologie žurnalistiky*. Prague : Portál, s. r. o., 2004.; GÁLIK, S.: K problému identity člověka v kyberpriestore digitálních médií. In GÁLIK, S. et al.: *Premeny identity člověka v kyberpriestore digitálních médií*. Łódź : Ksiezy Mlyn Dom Wydawniczy Michal Koliński, 2016, p. 8-23.; GÁLIKOVÁ TOLNAIOVÁ, S.: "Ja", identita a digitálne sociálne médiá. In GÁLIK, S. et al.: *Premeny identity člověka v kyberpriestore digitálních médií*. Łódź : Ksiezy Mlyn Dom Wydawniczy Michal Koliński, 2016, p. 24-47.; VIŠŇOVSKÝ, J.: *Aktuálne otázky teórie a praxe žurnalistiky v ére internetu*. Trnava : FMK UCM in Trnava, 2015.; RADOŠINSKÁ, J.: *Mediálna zábava v 21. storočí*. Trnava : FMK UCM in Trnava, 2016.; HUDÍKOVÁ, Z.: Current TV production trends in Slovakia. In: *European Journal of Science and Theology*, 2017, Vol. 13, No. 6, p. 197-208.; BUČKOVÁ, Z.: Historical reflection of the game principle alea and its presence in virtual reality. In *Communication Today*, 2016, Vol. 7, No. 2, p. 30-45.; MISTRÍK, M.: Discipline and Punish? In *Communication Today*, 2014, Vol. 5, No. 1, p. 4-9. etc.
- 17 ALTHEIDE, L. D., SNOW, P. R.: *Media World in The Postjournalism Era*. New York : Aldine de Gruyter, 1991, p. 39-45.

inter alia, the close connection and causality of relations between the paradigm of post-modernity, and the cultural logic of popular culture and media logic. Media logic significantly influences media production strategies and the level of media culture.¹⁸ The close connection between the mindset of post-modern culture and the mindset of media culture, one of its components, is undisputed:

- The boundaries between high and low culture blur in media culture as well as a fixed component of popular and post-modern culture. We are witnessing the tabloidization of so-called serious media and the burgeoning hybridization of genres and the repetition of successful production schemes, topics, story lines and the like.
- Media culture has also become a vital force in the economy, the engine of financial exploitation processes and a profitable sphere for gaining symbolic power.
- The creative process of media production has also absorbed the production process and business laws.
- The rise of the concept of pluralism as a creative dogma can also be observed in media culture. This influences mindsets and diverse lifestyles, including reinforcement for consumer behaviour among extremely individualised individuals.

2 Remakes – The Driving Engine of Commerce

The competitive environment and competition for recipients has ultimately led to a surplus of productions in all media. The result is an example of information overload, and the sharp competition between media enterprises and more intensive trading in information and stories. The production and repetition of stories in diverse media genres have

18 Remark by the author: Within the definition of the definitive framework of medial culture, two interdependent spheres, forming both the definition and research framework of media culture, were set aside: a) creation and production strategies in the media, and b) the process of reception of media content and their impact on the formation of the socio-cultural environment.; PRAVDOVÁ, H.: *Determinanty kreovania mediálnej kultúry*. Trnava : FMK UCM in Trnava, 2009, p. 7.; Remark by the author: Similar to many other authors, I am of the opinion that media culture may be low and high, mainstream and sub-culture/alternative, mass and popular. See also: ECO, U.: *Skeptikové a těšitelé*. Prague : Argo, 2006.; MALÍČEK, J.: *Vademecum popkultúry*. Nitra : UKF in Nitra, 2008.; RADOŠINSKÁ, J., VIŠŇOVSKÝ, J.: *Aktuálne trendy v mediálnej kultúre*. Trnava : FMK UCM in Trnava, 2013. etc.

become a discursive practice in the post-modern media culture and in Lipovetsky's hypermodernity.¹⁹ At the same time, they have become the driving force of commerce in the media industry, and journalism is no exception. The commercialisation of the media scene is closely related to globalisation on a worldwide scale and the related acquisitions and mergers involving massive media conglomerates. The rapid increase in these processes may be dated back to the 1980s. Their strategic interest was to achieve the highest possible share on the media market and the advertising market. This ambition also predetermines their basic business objective within the media, which is clearly financial profit. Media enterprises are managed to offer recipients the most impressive content, capable of captivating, pleasing, satisfying their curiosity and desires and able to induce different emotional states. The accomplishment of these objectives requires that media companies have sufficient financial capital, the latest technical and technological equipment, and human resources, meaning professionals engaged in media production and distribution. Competitive pressure has forced them to make a series of decisions at the level of investment, creation, production and marketing. According to Prokop, financial transactions are primarily executed in lucrative media areas and involving programs that deliver profitability and profit. The distribution and production of attractive and sought-after programs on a global scale is also strengthening.²⁰ Projects are created following proven schemes and processes, which means they have already met with market success. From this perspective, productions capable of reaching the greatest number of recipients possible are given priority. Universal factors in the human psyche among different nations, races and cultures are considered in the formulation of production strategies. Important factors include the strength of stories in terms of their ability to attract and pragmatism supporting an effective media recycling strategy.

19 Remark by the author: G. Lipovetsky speaks of a new age following the post-modern and calls it hypermodernity. According to him, one cannot speak of the end of modernity, rather of its climax, which is manifested by "the globalization of liberalism, the almost universal application of sales principles to the way of life, maximum utilization of instrumental reason and the rapid expansion of individualization"; LIPOVETSKY, G.: *Hypermoderní doba*. Prague : Prostor, 2013, p. 56.

20 PROKOP, D.: *Boj o médiá. Dějiny nového kritického myšlení o médiích*. Prague : Nakladatelství Karolinum, 2005, p. 346.

The first and universal factor is media hedonism. Emotional enjoyment and experience are the motive for an individual's reception of media content. This plays a large role in the success of a product on the media market. Such interest may be characterised as a fascination, an intensively experienced story, something that shocks and amazes and induces a state of emotional rapture. Something is classified as entertaining because it is capable of attracting attention and able to offer the recipient an escape from reality for a certain time. It's an escape to worlds full of different fascinations.²¹ The phenomenon of the American universal culture, which is comprehensible and enjoys a universal appeal among people across the world, is also related to this escape.²² Recipients find themselves in entertainment media networks that provide a different quality of experience than they experience in their real life. These are scenarios and stories in other, imaginary and virtual worlds. These worlds liberate them, temporarily taking the burden of their everyday, lived reality off their shoulders. An entire range of images, rhythms, exoticism, violence, sex, love affairs, heroic deeds, etc. are able to capture their attention and evoke the desired emotional states. The second universal factor is the power of attraction of the story. Storytelling is a purely human matter; it is an existential condition of being a human being. By telling stories, people bring the past to life, confirm the continuity of history, attribute meaning to reality and give it varied colouration. Šabík considers storytelling a special and remarkable activity, an important function of our human being. "We talk about what a person has experienced, what they would like to experience, what they would never like to experience, and what they are afraid of experiencing, we talk about possibilities and the possible, about fiction, essentially about "everything", about people, their desires, convictions, loneliness, fears, again and again return back to the fundamental and eternal conflict between individuals and themselves, with society and with others."²³

21 PRAVDOVÁ, H.: Phenomenon of amusement and role of stereotypes in production and acceptance of media culture. In *Communication Today*, 2011, Vol. 2, No. 1, p. 9.

22 Remark by the author: Huntington attributes the success of American popular culture to its universal nature. It includes all preferred qualities and values that people are naturally interested in: love, sex, violence, mystery, heroism, wealth, etc. production companies know very well how to exploit this interest and to produce productions that meet human desires.; HUNGTINTON, P. S.: *Střet civilizací. Boj kultur a proměna světového řádu*. Prague : Rybka Publishers, 2001, p. 54-55.

23 ŠABÍK, V.: *Diskurz o estetike*. Bratislava : Vydavateľstvo Spolku slovenských spisovateľov, 2003, p. 509.

Contemporary media offer a huge number of stories. They speak to the oldest themes known to humankind: love, hate, revenge, war, heroes and villains and the like, and it makes no difference whether it is fiction or a reflection of reality. There is no doubt that storytelling is present in all media genres, even in the news. Huges pointed out a change in approach journalists were taking in writing articles in the first half of the 20th century. According to her, newspapers were transformed from a material record of events to a specific type of popular literature.²⁴ The story has become so popular in journalism that it has even transformed a typological map of news genres. The journalistic news story is legitimized not only in journalistic practice but also in the literature. According to Hoffman, the “story” principles in media practice have become implemented in nearly all types of news. They have the traits and processes employed in literary works, but are based on real events.²⁵ The strength of the story’s appeal and its commercial appreciation among readers is evidenced by the idea of the French publishing house Short Édition (<https://literarnenoviny.sk/clanky/vytlacte-si-pribeh-z-automatu/11.5>. 2018). In 2015, this publishing house began to use a short story machine to offer readers short stories based on how much time they could devote to reading. Media stories in contemporary media practice have become a very well paying commodity, as demand from recipients for them will never decrease. We are a civilisation that is mentally nursed by the attractive force of a whole range of diverse stories.

The third universal factor is related to the pragmatism of the media and their pursuit of a cost-effective production policy that considers the desire of recipients for stories. Producers and filmmakers rely on the popularity of storytelling schemes for well-known stories and the binary opposition contained within them as the main protagonists. This recurring production strategy satiates recipients’ lust for emotional pleasure and experience from the stories they experience. In media production, emphasis is on the dominance of the hedonistic aspect and well-known plot schemes over experimentation or unpredictable stories. The repetition of proven production schemes is a guarantee of a real experience and therefore success among recipients. Eco speaks to the formation of a new public within this context. This public is

24 For more information, see: HUGES, H. M.: *News and Human Interest Story*. Chicago : University of Chicago Press, 1940.

25 HOFFMANOVÁ, J.: *Stylistika a...* Prague : Trizonia, 1997, p. 88-95.

characterised by an indifference to new stories because it already knows them. Its only motivation is to have fun and enjoy. To experience pleasure from repeating stories that have been worked out in proven and stable narrative schemes, but also in new, much more fascinating images.²⁶ Media enterprises favour productions with precise final effect that can be calculated in terms of finances, specifically a profit. This is the reason for their preference for genres attracting the mass and homogeneous public. This favouritism exhibited towards proven genres and stories is also a very effective business strategy for winning lucrative advertising packages. Such a marketing approach within media production is extraordinarily sophisticated and successful on the media market. Producers and creators repeat successful and proven themes of stories, formats and genres on the market. The film industry, as an example, dusts off older scenarios and themes that previously found success on the market. A simple comparison makes it clear that remakes appear across popular culture, though in particular in film and music production, computer games, serials, sagas, situational comedies and even in journalism. It is important to note that the journalistic principle of repetition is related to the stereotypical construction of individual genres, chiefly journalistic and analytical, and the selection of themes that are of interest to the target audience of readers.²⁷ This fact underpins the selection of events suitable for publishing, as well as processing that favours storytelling.

Another aspect to the repetition of media stories is the rationalisation of the production and nostalgia among recipients. The transfer of an intriguing, exciting and similar story is relatively inexpensive. Stories may be based on real events, or fiction, especially in the film industry. The route of transmission is nearly the same in the case of journalistic stories, for instance from a press agency or a posted editor, etc. to media and from them to the recipient. It is then picked up by other media if there is exclusivity or an extraordinary or sensational story involved.

26 ECO, U.: *Skeptikové a těšitelé*. Prague : Argo, 2006, p. 109.

27 Remark by the author: The statement is based on the basic premises and strategies of media marketing and the segmentation of groups of readers. It highlights the specifics of individual groups, their interests, education, social status, which significantly determine the typology of the media, the selection of an agenda suitable for publishing, as well as the way of its processing.; WIDERA, Z., PRAVDOVÁ, H.: *Marketing wydawniczy*. Katowice : Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach, 2016, p. 66-69.

They typically expand upon the version of the story they receive depending on what else they manage to learn or determine. The goal is to bring to the audience its improved dramatization or better information saturation.²⁸ In principle, the motto of the success of a journalistic story, in relation to both recipients and commercial exploitation, is to be the first to deliver sensational revelations. It is possible to agree with Burton and Jiráček within this context. In their view, the repetition of stories is “a quick, comfortable and promising way to profit, and is one of the typical manifestations of media communication.”²⁹ However, it is necessary to emphasise that the remake principle is a popular strategy across the entire contemporary consumer, popular and post-modern culture. It can be found and observed in media culture and in fashion design, in the revival of successful brands from the past and in various manufacturing sectors.³⁰

28 Remark by the author: A representative example of the successful transfer of a story may be observed in the serial of stories delivered by the online news portal Denník N covering phone communication under the cover name of Threema. The story provides details of the scandalous communication between politicians and an accused individual referred to under the initials of M.K. and their corrupt practices. This series of stories was picked up by all other types of media, who then enriched it with their own findings and additional, explanatory facts, including evaluative judgements.

29 BURTON, G., JIRÁČEK, J.: *Úvod do studia medií*. Brno : Barrister & Principal, 2003, p. 110.

30 Remark by the author: An example is the return of a legendary motorcycle manufactured in the former Czechoslovakia in the 1950s and 1960s. Production of the Jawa 250 began in India four years ago and it experienced tremendous success both domestically and on international markets, including the Czech Republic and Slovakia. Another was the return of Zlatý Bažant '73 beer, which was also very commercially successful. It encompasses both nostalgia and the uniqueness of a return to the times of socialism through taste. Manufacturers were inspired by a recipe from 1973 and marketers leveraged this detail to great effect in an advertising campaign. Other contemporary revivals of recipes and designs among food brands have also occurred recently involving products such as pâtés (the legendary Majka), biscuits, sweets and the like. The reference to the past and links to well-known products of the time arouse nostalgia and interest among a large proportion of consumers, while highlighting a highly marketable brand.

Conclusion

The current situation in culture may be identified based on consequences resulting from three major trends in the development of society. These are the consequences of the effects of post-industrialism, neo-liberal politics and consumer capitalism, the relativisation of scientific progress and art, and the apparent transformation of the aesthetic paradigm. These tendencies have extended into the world of media production. The close connections between the mindset of post-modern and popular culture and the mindset of their component, media culture, are undisputed. Just as in post-modern and popular culture, media is seeing the boundaries between high and low culture disappear, the burgeoning hybridization of genres and the rise of commercialisation as the dominant principle in terms of creation, while market mechanisms have taken over the system of production and the repetition of successful productions has become a very effective production strategy. These stigmas are conditioned by relevant universal factors pointing to the strength of the attraction of media stories. They are also conditioned by the pragmatism and rationality practised by media enterprises preferring a remake-style production strategy. These universal factors include media hedonism, the strength of the attraction of stories among recipients and deliberate pragmatism in the actions taken by media enterprises. The emotional enjoyment and experience of individuals is the motive for the reception of media stories. They determine the success of a product on the media market by assessing and appreciating the strength of the attractiveness of the received stories. Stories belong to people because people are also socialised through stories. Storytelling is therefore a purely human endeavour. It is an existential condition of being a person in every culture. The homo sapiens aspect is also a pragmatic factor. It is related to the efforts of media companies to create such a cost-effective production policy that would satiate recipients' lust for stories and commercialize it efficiently. That is why producers and creators rely on the popularity of storytelling schemes for well-known stories. Based on these universal factors, the principle of producing media remakes has become an effective strategy to reach audiences. A remake-style production strategy can be followed beyond the genres and formats of the media culture. It can also be found in other areas of popular culture or in the rebirth of successful brands from the past in various sectors of production and social practice.

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Contact data:

prof. PhDr. Hana Pravdová, PhD.

University of Ss. Cyril and Methodius in Trnava

Faculty of Mass Media Communication

Námestie J. Herdu 2

917 01 Trnava

SLOVAK REPUBLIC

hana.pravdova@ucm.sk

FINANCING OF CULTURAL MANAGEMENT IN REGIONAL SELF-GOVERNMENT

Viktor Šoltés – Zuzana Štofková

Abstract

The development of the society is influenced by a number of factors, which are directly or indirectly influenced by the amount of available funds. The role of the state is to create an appropriate environment for its citizens. This involves not only creating a suitable working environment, ensuring a quality education system, but also organizing leisure activities. By investing funds in leisure activities, the state also invests in the recreation of its citizens, which can increase their productivity. To this end, it is essential to establish and operate a system of cultural institutions in which citizens could spend their free time and relax. However, it is necessary to promote the attendance of cultural institutions by a suitable marketing strategy. That is why marketing communication can be seen as a prerequisite for an effective culture system. The paper deals with the analysis of budgets of regional self-government authorities with an emphasis on cultural management. The aim of the paper is to examine the volume of funds invested in the field of cultural management. This area can be seen as crucial in the organization of leisure, but also in improving the quality of citizen's life.

Key words:

Culture. Finance. Funds. Marketing. Regional Self-Government.

Introduction

The state economy is governed by a budget which finances specific tasks that can only be carried out by the state. Such tasks include the creation of suitable leisure conditions. To this end, the state establishes cultural institutions, supports recreation and organizes various cultural events financed from the budget. As people's requirements may vary from region to region, the state has delegated selected competences to regional and local self-government. By delegating selected tasks to regional and local self-government, it is possible to increase the effectiveness of implemented measures in relation to citizens. Selected issues of culture are one of the delegated tasks of the state to regional self-government authorities. In addition to creating conditions for the cultural development of citizens, promotion is also important. With a suitable marketing strategy, it is possible to attract a larger number of inhabitants of the region, as well as tourists, who can bring income to

the region for realized cultural events. By monitoring expenditures of regional self-administration authorities, it is possible to find out how much funds regions invest in the area of culture.

1 Financing of Culture in Public Administration

The financing of cultural activities, similarly as the financing of other activities carried out in the public interest, is made from public funds. From the point of public administration view, it is possible to distinguish between the public administration budget and the national budget.¹ The public administration budget is a medium-term economic instrument of the state's financial policy, which distributes public funds to ensure the financing of state tasks. It is compiled annually for at least 3 years and only the budget for the first year is binding. The public administration budget has two components, the first of which is the national budget for the year in question. The second component of the public administration budget is the summary of the budgets of other public administration authorities. The national budget is an essential part of the public administration budget and ensures the financing of the main tasks of the state in the given year. The national budget is approved by the National Council of the Slovak Republic by the State Budget Act. This Act approves, in particular, the amount of national budget revenues, the national budget spending limit, the maximum budget deficit or the minimum budget surplus, if revenues and expenditures are not balanced.² Public administration budget expenditures can be categorized according to the objectives of individual activities. Thus, the public administration budget contains 10 categories, including the area of Recreation, culture and religion. Figure 1 shows the expenditures from the public administration budget to individual areas in 2018.

1 ŠTOFKOVÁ, J., REPKOVÁ ŠTOFKOVÁ, K., KAŠTÁNEK, P.: *Finance*. Bratislava : DOLIS, 2015, p. 22.

2 NEMEC, J., OCHRANA, F., ŠUMPÍKOVÁ, M.: Czech and Slovak lessons for public administration performance evaluation, management and finance. In *Ekonomický časopis*, 2011, Vol. 56, No. 4, p. 358.

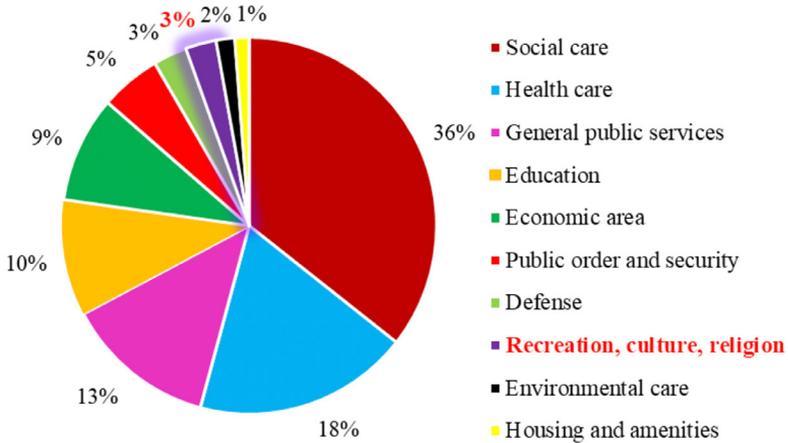


Chart 1: Amount of funds spent from the public administration budget to individual areas in 2018

Source: Own processing

Of the public administration budget, only 3 percent of the funds was invested in recreation, culture and religion. As culture does not have a separate category in the public administration budget, it is not possible to accurately quantify expenditures in this separate area. However, it will be guaranteed that public administration expenditures on culture are less than 3 percent of total public administration expenditure. On this basis, it can be concluded that the promotion of culture is not a priority for public authorities in Slovakia. Cultural rights are guaranteed to Slovak citizens by the Constitution of the Slovak Republic. These rights are also guaranteed to other national minorities and ethnic groups in Slovakia.³ Since the process of globalization has brought about the opening of borders, which are also related to the issue of security, it is essential that the state ensure the realization of cultural activities also for national minorities, ethnic groups and foreigners.⁴ Responsibility for culture is under Act No. 575/2001 Coll. on the Organization of the Activities of the Government and on Organization of Central State Administration, as

3 *Constitution of the Slovak Republic, from 1st September 1992.* [online]. [2019-09-30]. Available at: <<https://www.zakonypreludi.sk/zz/1992-460>>.

4 ŠOLTĚS, V., MIŠÍK, J., KUBÁS, J., ŠTOFKOVÁ, Z.: Education in information security. In CHOVA, L. G., MARTINEZ, A. L., TORRES, I. C. (eds.): *10th international technology, education and development conference*, Valencia : IATED-int assoc technology education & development, 2016, p. 4418-4424.

amended, the Ministry of Culture of the Slovak Republic, which is the central state administration authority for the area of:

- state language,
- protection of the landmark fund, cultural heritage and librarianship,
- art,
- copyright,
- cultural-educational activities and folk art production,
- presentation of Slovak culture abroad,
- relations with churches and religious societies,
- media,
- promoting the culture of national minorities.⁵

Figure 2 shows the development of revenues and expenditures of the Ministry of Culture of the Slovak Republic.

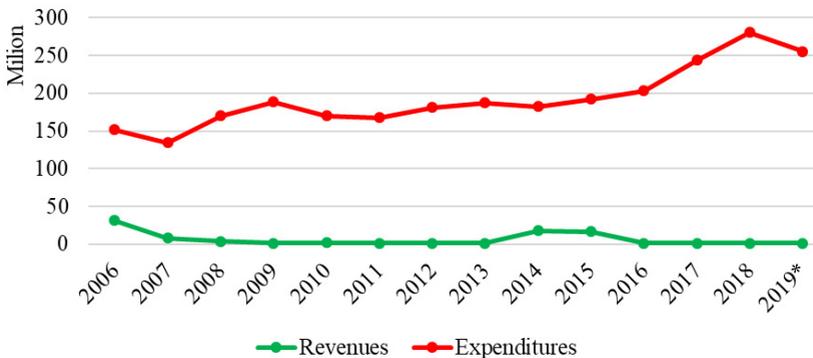


Chart 2: Development of revenues and expenditures of the Ministry of Culture of the Slovak Republic

Source: Own processing

The amount of expenditure of the Ministry of Culture of the Slovak Republic has been slightly increasing in the last years of the focused period. In 2016, culture-related expenditures exceeded € 200 million for the first time. In the following year they increased by another € 50 million and in 2018 they already climbed to almost € 300 million €. In 2019 they are still at a value similar to the year 2017, but the financial

⁵ *Legal act on the Organization of the Activities of the Government and on Organization of Central State Administration No. 575/2001 Coll.* Released on 12th December 2001. [online]. [2019-09-30]. Available at: <<https://www.zakonypreludi.sk/zz/2001-575>>.

year 2019 is not yet finished and activities in the field of culture will be realized. That will be financially covered by the budget of the Ministry of Culture of the Slovak Republic. The incomes of the Ministry of Culture of the Slovak Republic are only minimal or negligible.

2 Financing of Culture in Regional Self-Government

According to Act No. 302/2001 Coll. on Self-Administration of Higher Territorial Units (Self-Administering Regions Act), as amended, higher territorial unit is a separate territorial self-governing and administrative unit of the Slovak Republic and is also a legal person who independently manages its own property and own income and protects the rights and interests of its citizens. In the exercise of self-government, it takes care of the development of its territory and the needs of its inhabitants. In particular:

- ensures the creation and implementation of the program of social, economic and cultural development of the territory,
- carries out its own investment and business activities in order to meet the needs of the inhabitants and development,
- establishes, abolishes and controls its budgetary and contributory organizations and other legal entities,
- creates conditions for the creation, presentation and development of cultural values and cultural activities and takes care of the protection of the landmark fund,
- creates conditions for the development of tourism and coordinates this development,
- performs other powers laid down by laws.⁶

According to Act No. 416/2001 Coll. on transfer of certain competencies from the state administration to municipalities and higher territorial units, as amended, the state transferred selected competencies from ministries to territorial self-government authorities. In culture, competencies were transferred to regional self-government authorities in the fields of theatre museums and galleries, awareness-raising activities, but also in the field of libraries. These competences include:

- creating, establishing, merging and dissolving professional theatres,

6 *Legal act on Self-Administration of Higher Territorial Units (Self-Administering Regions Act) No. 302/2001 Coll.*, Released on 4th July 2001. [online]. [2019-09-30]. Available at: <<https://www.zakonypreludi.sk/zz/2001-302>>.

- support of selected theatre activities in the form of special-purpose means,
- control of management and effectiveness of funds spent in established theatres,
- creating, establishing, merging and dissolving of regional museums and galleries,
- creating, establishing, merging and dissolving of awareness-raising institutions,
- providing and coordinating awareness-raising activities through established awareness-raising institutions,
- creating, establishing, merging and dissolving of regional libraries.⁷

The higher territorial unit finances its needs mainly from its own revenues, subsidies from the national budget and other sources. The basis of the financial management of the higher territorial unit is the budget, which is prepared for a period of one year. After the end of the year, a higher territorial unit shall also be required to approve a final account showing the exact amount of funds spent.⁸ According to Act no. 583/2004 Coll. of Budgetary Rules of the Regional Self-Administration and of Change and Amendment of Particular Acts, a higher territorial unit under during the budgetary procedure have to use program budgeting. Within the framework of program budgeting, the higher territorial unit divides its expenditure into pre-selected programs. The programs represent a kind of “mini” budget, within which there are concentrated activities whose goal is similar. Programs can be further subdivided into other sub-programs and elements.⁹ Figure 3 shows the development of regional self-government authorities’ expenditures to Culture Program from their budget.

7 *Legal act on Transfer of Certain Competencies from the State Administration to Municipalities and Higher Territorial Units No. 416/2001 Coll.* Released on 20th September 2001. [online]. [2019-09-30]. Available at: <<https://www.zakonypreludi.sk/zz/2001-416>>.

8 GAŠOVÁ, K., REPKOVÁ ŠTOFKOVÁ, K.: E-Government as a quality improvement tool for citizens’ services. In *Procedia Engineering*, 2017, Vol. 192, No. 1, p. 225-230.

9 *Legal act on Budgetary Rules of the Regional Self-Administration and of Change and Amendment of Particular Acts No. 583/2004 Coll.* Released on 23rd September 2004. [online]. [2019-09-30]. Available at: <<https://www.zakonypreludi.sk/zz/2004-583>>.

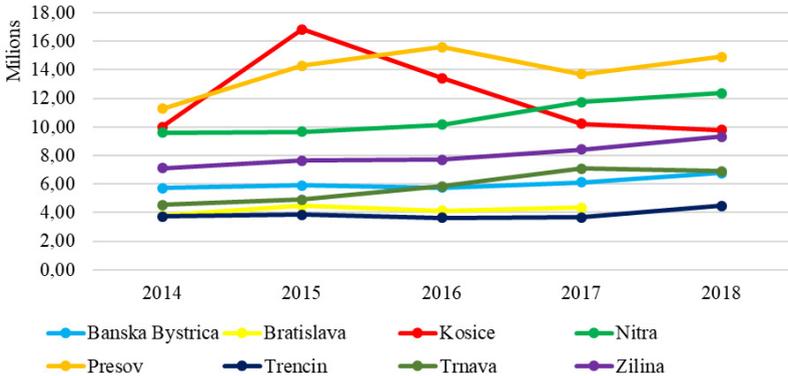


Chart 3: the development of regional self-government authorities' expenditures to Culture Program from their budget

Source: Own processing

Based on an examination of the final accounts of the individual regional self-governments, it can be stated that the amount of invested funds in the area of culture, which mainly includes the operation of theaters, museums, galleries, libraries and other awareness-raising institutions established by higher territorial units. The total amount of expenditure of regional self-governments on culture management is stable in the focused period. Extremes can be noticed only in the Kosice region, which spent almost € 17 million on cultural activities in 2015. These expenditures of the Kosice region were connected with the sustainability of projects that were elaborated in the framework of the European Capital of Culture title for the City of Kosice in 2013. Among the other regional self-governments, the Presov and the Nitra regions invest most in the area of culture. On the other hand, the Trenčín and Bratislava regions invest the least funds in activities related to culture. Since the Bratislava region has not yet approved the final account for 2019, it has not been possible to examine its culture-related expenditure for 2019. Figure 4 shows the share of funds spent on the Culture Program in relation to the total expenditures of higher territorial units

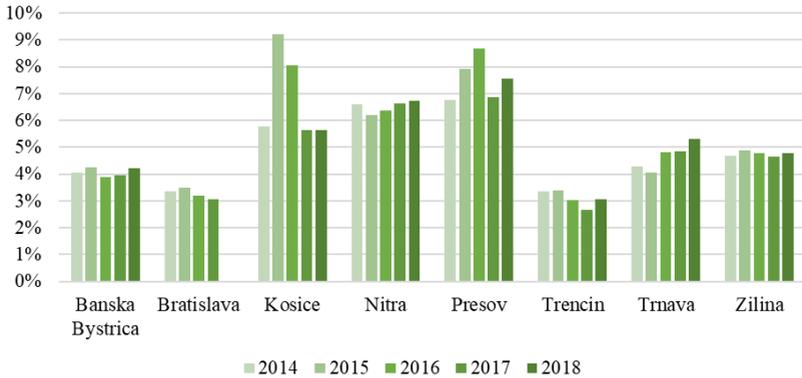


Chart 4: The share of funds spent on the Culture Program in relation to the total expenditures of higher territorial units

Source: Own processing

The share of expenditure on the operation of cultural institutions considering the total expenditure of individual regions is on average 5 percent. Above-average expenditures related to culture have been reported for focused period by the Kosice, Presov and Nitra regions. On the other hand, the Bratislava, Trencin and Banska Bystrica regions have the lowest share of invested funds in culture considering the total expenditure. Figure 5 shows the expenditures of higher territorial units on the Culture Program per capita.

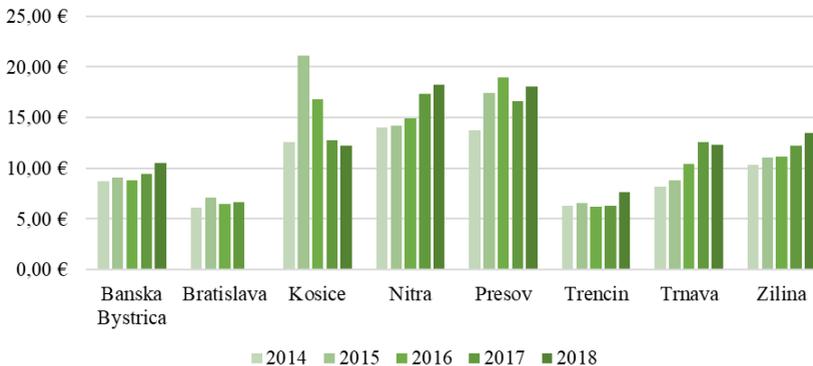


Chart 5: Expenditures of higher territorial units on the Culture Program per capita

Source: Own processing

Regional expenditures on culture relative to the population of these regions again correlates with previous findings. The only region that managed to spend more than € 20 on leisure cultural activities per capita was the Kosice region in 2015. From the point of view, only the Presov and Nitra regions are in the top positions, where expenditures per citizen is at the level of 18 €. On the other hand, the least amount of money to culture per capita is spent by the Bratislava and Trencin regions, where these expenditures just exceed the € 5 thresholds.

Conclusion

The role of public administration is to carry out specific activities that are in the public interest. It uses the public funds at its disposal to finance these activities. According to the objective of the activities, they can be categorized into selected areas. Culture management is one such area. Since it is only a small area from the point of public administration view, the state associated it with the areas of regeneration and religion which are associated with leisure activities. The public administration expenditures related to the financing of realized activities in this area of recreation, culture and religion represent approximately 3 percent of the total public administration expenditures. The central authority of the state administration for culture is the Ministry of Culture of the Slovak Republic, whose expenditures related to culture grow annually. As the competencies of the Ministry of Culture of the Slovak Republic are very broad, selected competences were transferred from the central level to regional and local self-government. Based on an analysis of regional self-government budgets, it was found that regions spend approximately 5 percent of their funding on the operation of theatres, museums, galleries, libraries and other awareness-raising institutions and to support various cultural events. The regions that invest the most of their money in the cultural sector, both in terms of their budget and per capita, are the Nitra, Presov and Kosice regions. On the other hand, Bratislava and Trencin invest the least funds for leisure activities related to culture. In today's globalized and multicultural world, regional self-government should invest more in leisure activities. The money spent in this way can be returned to the region not only in the form of tourists, bringing funds to the region, but also in the form of rested and culturally satisfied inhabitants who will perform better at work.

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Contact data:

Ing. Viktor Šoltés, PhD.
University of Žilina
Faculty of Security Engineering
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
viktor.soltes@fbi.uniza.sk

MUDr. Ing. Zuzana Štofková, PhD.
University of Žilina
Faculty of Operation and Economics of Transport and Communications
Univerzitná 8215/1
010 26 Žilina
SLOVAK REPUBLIC
zuzana.stofkova@fbi.uniza.sk

GRAPHIC NORM IN MODERN MEDIA TEXTS ABOUT CINEMA

Yan I. Tyazhlov – Dmitry S. Srybnyy

Abstract

Actively responding to the key problems of modernity, comprehending relevant sociocultural processes and history, acting as a translator of cultural codes, stereotypes, influencing the worldview of the audience, cinema is one of the central cores in mass audiovisual communication. The flow of film criticism provides filmmakers with a presence in the infosphere, lobbies their interests, attracts distributors and audiences to film production, and promotes films outside national markets. The abundance of information leads to the development of specific forms of media texts. They allow the most optimal structure of content. The development of a repertoire of non-verbal elements of media texts allows optimizing communication. The strengthening of the role of these elements of communication is concerned with the visualization of the pragmatic component of media texts, as well as with the tendency of the unified representation of content. In this work, changes in the field of graphic norm are noted and the functional specialization of non-verbal components in cinema media texts identified.

Key words:

Creolization. Film Criticism. Graphic Norm. Media Text Structure. Non-Verbal Elements. Visualization.

Introduction

In a situation of overabundance of information, there is a need to structure the data flow. A related trend is the continuous improvement of media visualization tools. Emphasizing structural-linguistic syncretism, the inhomogeneity of modern media text, the heterogeneity of its semiotic material, combining the code of the verbal language and elements of non-verbal communication, the researchers resort to the terms “media text”, “creolized text”, “multicode text”, “multimodal text”. The instruments of creolization of verbal media are various non-verbal components that affect the interpretation of media texts by the audience. “The verbal and media components of the text are closely interconnected and can be combined with each other on the basis of a variety of principles: additions, amplification, illustrations, emphasising, contrasts, etc., while forming a kind of integrity, inextricable unity, which makes up the essence

of the concept “media text”¹. Such components include graphic and color design of the text, various iconic elements, etc. Semiotic subsystems today require classification and detailed study. The most attractive material for studying creolized texts is advertising and infographics. A detailed study of the methods of creolization of texts in other areas of the media, taking into account the distribution channel and genre-thematic specifics, is also important, since it contributes to the study of strategies for representing reality, shaping public opinion, and social orientation practices. Researchers argue that visualization tools serve to optimize communication, overcome “hidden stereotypes of the literary language”², and contribute to the non-linear perception of media text. The use of elements of creolization expands the combinatorial capabilities of mechanisms for the formation of communicative strategies, taking into account the target audience.

The functioning of creolization elements is conditional upon the pragmatic, genre, and structural features of various groups of media texts. Media resort to the use of unique (unique to this site or magazine) and conventional (common to all or a number of media) non-verbal sign systems. We examined the main aspects of the functioning of non-verbal relational elements (See Chart 1, Chart 2) as specific elements of creolization, which are increasingly found in media texts, an important feature of which is the evaluation of the subject of publication, and the orientation function in the object area is essential (reviews, surveys, announcements), as well as the specifics of illustration in this genre group. In general, the use of relational elements in different types of media reflects the tendency to visualize the pragmatic component of media text. Non-verbal relational elements included in the structure of a creolized media text denotes certain qualities, signs and properties of the subject of the statement. Being a special case of the displaying of a general tendency, relational elements at the same time become an integral part of the graphic norm inherent in this group of media texts. The graphic norm is a model “representing an example of the historically established practice of visual embodiment of one or another type of text”³.

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- 1 DOBROSKLONSKAYA, T. G.: *Medialinguistics: a systematic approach to the study of the language of the media: modern English media words: textbook*. Moscow : Flint, 2008, p. 52.
 - 2 VOROSHILOVA, M. B.: Creole text: aspects of the study. In *Political linguistics*, 2006, Vol. 10, No. 20, p. 180.
 - 3 ANISIMOVA, E. E.: *Linguistics of the text and intercultural communication: on the material of creolized texts*. Moscow : Academy, 2003, p. 8.

It is a component of a broader concept — the communicative-pragmatic norm, “combining the linguistic and non-linguistic rules for constructing texts in a certain typical situation with a certain intention to achieve optimal pragmatic impact on the recipient”⁴.

1 The Main Part

Various semiotic systems participate in the formation of the media text. Today it is difficult to talk about the primariness of some semiotic systems and the secondariness of others regarding their functioning in the media environment. The semiotic approach seems to be the most effective for studying messages of a polycode nature as semiotic systems. We will consider the specifics of the functioning of such systems in the medium of media texts, the object area of which is cinema. The following magazines were used as empirical material: *TheHollywoodReporter*, *Total DVD*, *Russian Reporter (RR)*, as well as Internet resources: Kinopoisk (www.kinopoisk.ru), IMDb (www.imdb.com) and RottonTomatoes (www.rottentomatoes.com), using these elements to varying degrees of activity. Each of the listed mass-communication tools has developed its own semiotic systems that interact with the verbal text, and in some cases are also the primary source of the formation of the audience’s ideas about the subject (a particular movie). The critic’s interpretation of the film expressed in a verbal text as “a story about the experience of individual viewing”⁵ includes, on the one hand, a heterogeneous journalistic code, and on the other hand, codes of aesthetics and cinematology. The verbal critical text abounds with “aesthetic information”⁶, rooted in the material itself. The critic’s interpretation of film production is embodied in a certain rhetorical form, which means a non-rigid system of means that objectify one or another content.

Non-verbal relational elements (see Chart 1, Chart 2) in the structure of the media text are designed to automate the perception, simplify recognition, differentiation by the audience of the subject, provide unambiguous understanding of the statement. We consider them as icons that function within the framework of one specific mass-communication

4 ANISIMOVA, E. E.: *Linguistics of the text and intercultural communication: on the material of creolized texts*. Moscow : Academy, 2003, p. 8.

5 ECO, U.: *Absent structure: introduction to semiology*. St. Petersburg : Symposium, 2006, p. 108.

6 Ibidem.

tools and form systems based on syntactic coherence. Relative to the verbal part of the media text, they can vary in the degree of organization and autonomy. Such semiotic subsystems are created by means of mass communication for formalization, as well as the objectification of the qualitative characteristics of the subject of publication (film). For the most part, these subsystems consist of legisigns opposed to each other (according to the classification of C.S. Peirce), for which one specific value is assigned. Legisigns, considered in combination or separately, become in turn specifiers for the dominant sign — which served as newsworthy event and being interesting to the recipient (viewed or not viewed) film or its publication on any medium. “Each Legisign signifies something due to the specific case of its application ... Thus, each Legisign requires the Synsign”⁷. The semantic rules in this situation are artificially set by the media themselves (by website, magazine, etc.), and the totality of signs (or a single sign) denotes certain value relations in relation to the X-movie. Therefore, the signs we consider always correspond to the semantic rules of use, and the corresponding sign systems have a high degree of stability. A single sign with iconic characteristics is often visualized to indicate denoted relations. If the expression plan does not reflect the properties of denotatum, but connects the sign with the object, which it denotes by law or regularity, then it is classified, according to C. Peirce, as a sign-symbol⁸.

In our case, iconic signs can be visualized with the help of existing stereotypical connotations connected in the recipient’s mind with the designation of the “sign”. For example, the plan for the expression of the iconic sign “glasses” denotes a given value — “film for intellectuals”, since it is glasses that are one of the stereotypical signs of an intellectual. The iconic nature of such signs differs from the iconic nature of photography by its semantic rigidity. So, a photograph can denote the values of a different level of abstractness, however, in any case, its semantics in comparison with the semantics of a word as a verbal unit is characterized by much less certainty, vagueness, blurred borders. U. Eco claims that “in this sense, iconic codes ... are weak codes”⁹. The iconicity of the elements we are considering tends more to the iconicity of hieroglyphs,

7 PEIRCE, C. S.: *The beginning of pragmatism*. St. Petersburg : Alethea, 2000, p. 58.

8 Ibidem.

9 ECO, U.: *Absent structure: introduction to semiology*. St. Petersburg : Symposium, 2006, p. 172.

pictograms, the expression plan of which corresponds to a single content plan, or ideograms — “non-logical” icons¹⁰, which can be interpreted by users who do not know the code, based on the mimicry of the expression plan and content plan (similar non-verbal elements are used in intuitive interfaces). In combination with each other, they form complex syntagmatic chains with a minimum degree of connectedness. Symbolic signs can be colored in the appropriate, conventional in this context, or caused by stereotypical connotations — positive (“+”) or negative (“-”) color. For example, green is usually connotated by the recipient with a “+” sign, and red or orange with a “-” sign. So, a virus threat on a PC or a lack of “health” points in a computer game is traditionally indicated in red or orange, and a favorable situation in those cases is indicated in green or blue. Accordingly, for PC users, these colors take on conventional meanings. Chart 1 demonstrates the symbolic use of green and red colors in a relational element on the KinoPoisk website (a Russian-language analogue of IMDb). The rating of film critics is the ratio of the number of positive reviews for a film to the total number of reviews. The more positive reviews registered by the site, the higher the rating of critics for this film and the longer the green bar.



Chart 1: Critics rating on KinoPoisk website

Source: *Kinopoisk*. [online]. [2019-10-16]. Available at: <<https://st.kp.yandex.net/images/rotten.gif>>.

Perceiving the message formed by visual sign systems, the recipient interprets it in accordance with his own experience, an individual value system. Without even reading the text, the recipient already forms an idea of some characteristics of its content and determines the further behavioral strategy, including identifying itself with the reference segment of the audience. Thus, nonverbal relational elements are calibration tools between expectations, audience preferences, and movie characteristics. When using non-verbal relational elements, interpretation is maximally facilitated, and the message represented by such elements is almost

10 PEIRCE, C. S.: *The beginning of pragmatism*. St. Petersburg : Alethea, 2000, p. 58.

equivalent to a mathematical expression. Chart 2 gives an example of a syntagmatic chain of non-verbal relational elements in the magazine “Russian Reporter” accompanying the announcement of the film directed by T. Malik “The Tree of Life”: “for romantics” + “for intellectuals” + “for people”..

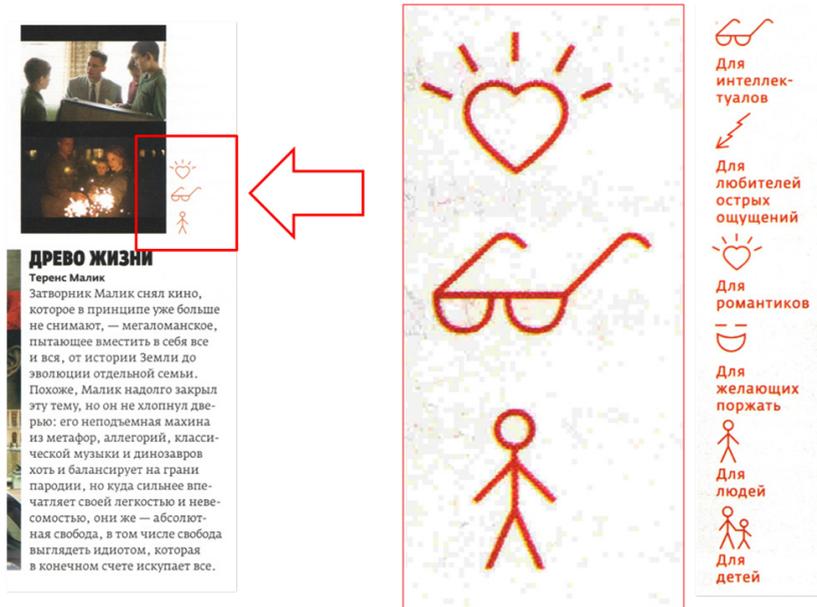


Chart 2: An example of design of the announcement in the magazine “Russian Reporter”

Source: GUSYATINSKY, E.: The Tree of Life. In *Russian Reporter*, 2011, No. 49, p. 227.

A film review is a type of media text, the subject of which is a film of a visual nature. Traditionally (starting with the first publications about cinematograph), a necessary component of a film review is a frame from a film — the most common type of illustration of the subject of a film review. In rare cases, photos from the film set or posters are used instead of a frame. The film frame can talk about the color scheme of the film, the actors playing the main roles, the scenery in which the action develops, the time or era of the action, the scene (India, desert, futuristic world), the genre of the film (western, action, movie musical, road movie) . The purposeful choice of one or another frame may be an attempt to convey the mood of the film, aesthetics (steampunk, noir). Illustration in film

reviews is not only a source of additional information, but also a way to attract attention. The selection of frames is often made taking into account the composition, color scheme, plot, and “star system” that are advantageous in terms of magazine photography.

Conclusion

The noted features reflect the general tendency to strengthen the visual component of the media language in the context of media convergence, associated with the natural desire to optimize communication and increase its effectiveness: incorporating visual components into the verbal text “sharply reduces the threshold of efforts required to perceive the message”¹¹. Thus, non-verbal relational elements, being elements of creolization, form a new graphic norm aimed at laconicizing the verbal part of the text, taking the pragmatic aspects of content in the genres of review, survey, announcement beyond its bounds, the important feature of which is the evaluation of the subject of publication, and the orientation of the reader in the object area is a key function. At the same time, mass and socio-political publications, striving to reach a wide audience, as well as network resources more actively than the cinematology press use the elements of creolization, which is due to the specifics of the audience. Creolization elements help minimize the amount of verbal text, being an effective tool for “packaging” part of the content, preventing information overload, removing the pragmatic component of the text from the verbal area. The presented observations reflect one of the current trends in modern media — the tendency to functional specialization of verbal and non-verbal components of the media text, which, on the one hand, contributes to its structuring, and on the other hand, ensures interaction with the target audience.

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11 KARA-MURZA, S. G.: *The power of manipulation*. Moscow : Acad. project, 2007, p. 115.

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Contact data:

Mgr. Yan I. Tyazhlov, assistant professor
Belgorod National Research University
Department of Journalism
Pobedyst., 85
308 015 Belgorod
RUSSIA
yandzho@yandex.ru

Mgr. Dmitry S. Srybnyy, senior lecturer
Belgorod National Research University
Department of Journalism
Pobedyst., 85
308 015 Belgorod
RUSSIA
srybny@bsu.edu.ru

MARKETING COMMUNICATIONS IN ENTERTAINING INDUSTRY: CASE STUDY FROM BLIZZARD CORPORATION

Pavel Štrach – Emil Velinov

Abstract

The use of a wide range of different online marketing activities is currently considered a standard of marketing communication strategy. The paper sheds light on contemporary approaches in marketing communications in the case study of the online game provider- Blizzard Entertainment. The study argues that the online game company applied different marketing communication tools, as some of them are following the current trends in the industry. This paper is focused on marketing communication of Blizzard Entertainment, an American video game developer and publisher. The aim of the study is to evaluate current marketing communication of the company and recommend other marketing activities that could be implemented. The identification of the current situation was reached by qualitative and quantitative methods of research applied on Blizzard Entertainment. Main channel of communication within Blizzard was internet communication and e-mail. Consequently, there are recommended steps to improve marketing situation of the company, based on the findings listed in paper.

Key words:

Entertainment. Marketing Communications. Online Games Industry. Tools.

Introduction

In today's digital age, marketing and marketing communications are threatening factors that lead to the company's profit and sales. In order to establish new ways to communicate, search and share marketing managers for products or services in the marketplace, design effective marketing tools that are consistent with business perspectives and targeted strategies. There are many definitions of marketing, but all have one thing in common, marketing is a process that focuses primarily on meeting customer needs. To meet this goal, it is necessary to identify human and social needs. Foutz says that one must not forget about a company that has to make a profit¹. Most people associate marketing in

1 FOUTZ, N. Z.: Entertainment marketing. In *Foundations and Trends in Marketing*, 2017, Vol. 10, No. 4, p. 224.

the first place with a TV ad or postal flyer and mistakenly imagine one form of marketing communication, not marketing itself. The reason for this is that we are constantly overwhelmed by television advertising, billboards, radio advertising or perhaps the aforementioned promotional leaflet in the mailbox. Upon closer examination of marketing, we find that its essence is much deeper². In modern marketing we also encounter the concept of “4C” according to Robert Lauterborn, who focused on the marketing mix through the eyes of the customer. This is an alternative to the original “4P” marketing mix. The basic idea is to create a marketing strategy based on the customer, not the business. Later on, we are talking about the possibility of increasing client engagement by applying the new “7C” theory, which continues to broaden the view of marketing through the eyes of the customer³.

1 Social Media Marketing in Entertainment Sector

Social media is clearly the most important means of marketing communication in the entertainment industry. The social media and entertainment industry have a strong love-hate relationship. On the one hand, social media has led many viewers away from television, books and cinema. Social media simply took over the human free time. On the other hand, social media is the holy grail of marketing for the entertainment industry. Before social media it was just a word-of-mouth that did all the work in promotion. Now the possibilities are huge to unlimited⁴. Marketing in the first decade of the 21st century reached a crossroads and it was financially impossible for small and medium-sized businesses to establish themselves on the ever-growing competitive market by traditional marketing communications, and many companies had to change their view of efficient use of all possible marketing tools. The

2 SCOTT, D. M.: *The new rules of marketing & PR: how to use social media, online video, mobile applications, blogs, news releases, and viral marketing to reach buyers directly*. 5th Edition. Hoboken, New Jersey : John Wiley & Sons, Inc., 2015, p. 324.

3 COSMIN T.: *The 6C Model of Social Media and Developing a Viral Marketing Campaign*. [online]. [2019-09-19]. Available at: <<http://ftp.repec.org/opt/ReDIF/RePEc/rdc/v7i3/3.pdf>>.

4 GORBATCH, A.: *Social Media Marketing in the entertainment industry 5 awesome examples*. Released on 19th November 2017. [online]. [2019-09-19]. Available at: <<https://awario.com/blog/social-media-marketing-entertainment-industry-5awesome-examples/>>.

use of digital marketing tools has become a way for small and medium-sized businesses to stay and strengthen their competitive advantage over others without great costs. New marketing directions arise because the ever-increasing price of some of the communication tools does not allow small and medium-sized businesses to use these tools because of the price, and “scissors” between the financial (and often technological) capabilities of large multinationals and small local firms. Use classic forms of advertising to communicate their products. As a result, smaller local firms are not expected to effectively address the mass market due to high prices. Another reason a certain numbness of customers from intensive advertising and therefore information, persuading customers must be more intense, targeted and memorable. Marketing communication is constantly evolving as the market is evolving, and what was modern and effective last year is inefficient today⁵.

1.1 Trends in the 21st Century Marketing Communications

Since the 1990s, the Internet has entered various communication tools in varying degrees of influence and has markedly “shuffled” the basic division of communication tools. Hand in hand with the Internet and its entry into the marketing communications of companies went the development of other technologies, such as audio video technology and the development of social networks - Facebook, Twitter, Instagram, social networks used to meet people, but also the use of YouTube. The importance of marketing communication theory, and especially its application in corporate practice, has also advanced a number of other tasks, such as creating value for customers, and consequently (not only) marketing communication to ensure their satisfaction and loyalty. Another important role over the last two decades is the role of marketing communications in building strong brands. This is related to creation, branding, mastering the brand positioning and ensuring its competitiveness. Last but not least, it is the communication of company values (sometimes referred to as “shared value”) and the creation of managed integrated marketing communication through a complex of tools of managed mass communication in the form of advertising, sales promotion, event organization and public relations (PR). The integrity

5 PŘIKRYLOVÁ, J., ŠTRACH, P., JADERNÁ, E., VELINOV, E., KINCL, T.: *Moderní marketingová komunikace*. 2nd Edition. Prague : Grada Publishing, a.s., 2019, p. 350.

of marketing communication is also enhanced by the creation of the company's personal communication by means of direct marketing and personal selling⁶. There are many new marketing trends, not all are built on the Internet. Anyway, they have their specifics that determine their use depending on the business, target group, financial and technical demands, place and time of their implementation - guerilla marketing, viral marketing, event marketing, digital marketing, buzz marketing, mobile marketing, WOM marketing, product placement, behavioral marketing and many others. At the same time, marketing communication activities based on the functioning of the Internet and digital technologies such as: Internet advertising (banners, PPC), social networks began to appear. Gradually, new concepts such as Garg's digital marketing have emerged as the Internet environment and its applications and tools, mobile communications and other devices such as personal computers, smartphones, mobile phones, tablets, and game consoles to communicate with their users⁷. Unlike traditional media, digital media is able to share information with other users and also get feedback from them. While E-business involves all electronic exchange of information within a company or between a company and customers, E-Commerce includes sales and purchasing processes using electronic communication, especially the Internet. E-markets are virtual places where retailers offer their products and services and customers search for information, identify their needs and make orders with electronic payments. E-Commerce includes: E-marketing and E-Purchasing, as well as E-Procurement. E-marketing is the "sales" part of E-commerce. It consists of communication, sales promotion and the actual sale of goods and services over the Internet⁸. Internet marketing is a tool that can help you meet your marketing goals with the help of the Internet.

6 BOATENG, S., L., NARTEH, B.: Online relationship marketing and affective customer commitment - The mediating role of trust. In *Journal of Financial Services Marketing*, 2016, Vol. 21, No. 2, p. 137.

7 GARG, V.: *Benefits Of Using Chat Marketing Communication*. Released on 28th October 2018. [online]. [2019-10-28]. Available at: <<http://businessworld.in/article/Benefits-Of-Using-Chat-Marketing-Communication/09-092018-15938>>.

8 DUNCAN, A.: *10 Essentials for a Great TV Commercial. The Balance Careers*. Released on 19th November 2018. [online]. [2019-11-19]. Available at: <<https://www.thebalancecareers.com/effective-tv-commercials-39339>>.

- ***Influencer Marketing***

This new kind of marketing is widely used by many companies around the world, but the gaming business takes this kind of marketing to another level. In my opinion, in no other business, influencer marketing is not as successful as it is in the gaming industry. Today, there are already players paid by companies like Red Bull, Vodafone, Intel, HTC and many others. Influencer marketing is a must for a gaming company, and Blizzard marketers need to realize this. Blizzard marketers must target the thing to be promoted. For example, influencers in a gaming environment that the company will use predominantly in this model are designed to increase attendance and success of gaming events, further increase sales of gaming products and introduce gaming company to companies who want to enter the gaming environment as sponsors. Influencers promote the company to viewers and followers usually for money or equipment from the company in favor of the influencer. In the gaming environment, it's people who create content, professional players who have a massive base of supporters and fans. The most used platforms are YouTube, Twitch, Instagram and Twitter. Blizzard could employ people to create promotional content through these platforms for marketing purposes. Blizzard could employ people to create promotional content through these platforms for marketing purposes⁹. The easiest way to get to the influencer is to contact him directly with a prepared draft of cooperation. At present, this market is not saturated, so people are accepting average offers.

2 Marketing Communication Tools in Blizzard Entertainment Company

Blizzard Entertainment is a company that promotes and publishes digital online games. Shortly after its founding in 1994, Blizzard Entertainment has quickly become one of the most popular and best respected video game makers by focusing on its own design that has a gaming experience. Blizzard Entertainment is known and named for its products, which are popular all over the world and have kept fans since the very foundation of the company. Before the first game of Warcraft; Orcs and Humans

9 GOTTER, A.: *Nailing Your Marketing Mix: 4Ps to Consider Disruptive Advertising*. Released on 18th November 2018. [online]. [2019-11-18]. Available at: <<https://www.disruptiveadvertising.com/marketing/marketing-mix/>>.

in 1994, Blizzard was known as a so-called third-party developer, a potential predominantly entertainment software for platforms such as MS-DOS and Mackintosh. Since then, it seems that Blizzard has stood a well-known and respected company across your gaming world. He did it through games like World of Warcraft, StarCraft and Diablo. Headquartered in Irvin, California, the company was founded in 1991 under the name of Silicon and Synapse by Allan Adham, President and then CEO of the Company, Michael Morhaim, and Chief Development Officer Frank Pearce. The company currently has 5,700 employees and two branches in Europe. The first is in the French city of Veliziy and one in Cork. It is possible to get a score of 900 people who focus primarily on gaming and gaming support for their digital world.

Blizzard Entertainment has created and released several game titles in its 20 years of operation, which have always become the best in their genres. The current portfolio of games includes Overwatch, World of Warcraft: Battle for Aezeroth, Hearthstone: Heroes of Warcraft, Diablo III: Reaper of Souls and StarCraft II. The company has also won many awards, such as the Game of the Year award for nearly all released game titles since the company's existence. In addition to games, Blizzard also operates an online game service called Battle.net. It is one of the largest gaming clients and has millions of active players around the world to unite the gaming community for maximum convenience for its customers. The high-quality products based on the Blizzard Entertainment worlds described in the next section of the work have also received the greatest possible recognition from the players themselves. The company's products include digital games on all platforms (PC, PlayStation4, Xbox ONE), short stories, comics, board games, apparel, and merchandise. In an effort to broaden the reach beyond the gaming industry, the company is currently working with Legendary Pictures, a studio for movies such as Man of Steel, The Darkt Knight Rises, Inception, Watchmen, 300, as well as an image focused on at Warcraft Universe called Warcraft movie. Every member of Blizzard Entertainment is a genuine player, capable of bringing knowledge to the company to create gaming content that will be popular with gamers. Games are developed by players for players.

3 Communication Mix in Blizzard Entertainment Company

Setting up a properly functioning communication mix is very challenging in practice and is probably the most difficult task for a manager given that there is no guidance, and everything is under the direction of the company. Advertising itself is not difficult to create, but it is difficult to set up advertising tools to be in line with your company's goal and strategy. The main goal of Blizzard is to build long-term profitability and sustainability, to increase product and corporate image.

- **Advertising**

Blizzard Entertainment primarily uses the Internet, social media, videos, television, YouTube videos and mailing to advertise. The reason for this specific choice is that these media are pursued by the target audience of the company. In general, Blizzard Entertainment employs media that enable the fastest transfer of information from a company to a player.

- **TV advertisement**

From the very beginning, Blizzard has been using television as one of the ways to communicate advertising. This medium is used by the company mainly in the period before the game was released and shortly after its release. In his TV spots, he uses well-known personalities in addition to the audiovisual display, from which the viewer learns what to expect. There are many well-known personalities who play games from Blizzard Entertainment, so their appearances in advertising are convincing and true. In the past, television commercials from Blizzard have included Lawrence Tureaud, Chuck Norris, Aubrey Plaza, Steven Van Zandt, William Shatner and Ozzy Osbourne. A person appearing in an advertising spot always emphasizes the pros of the game, your own experience, the release date and the reason why you should play the game. It is a very effective system to get more people to buy the product itself. People like to identify with famous people and say that if he plays, I could play too. Nowadays, however, society is retreating from famous personalities due to price and result, this kind of promotion is no longer as successful as ever. Television advertising is still used, but only with a different theme. Most of the time it is a humorous submission that represents content targeted to the gaming community¹⁰.

10 For more information, see: ALON, I., JAFFE, E. D., VIANELLI, D.: *Global marketing: contemporary theory, practice, and cases*. New York : Routledge/ Taylor & Francis Group, 2018.

- ***Internet Communication***

Nowadays Blizzard Entertainment puts the greatest emphasis on promotion and communication through social networks. All customers of the company are located in the social networks and it is the easiest way to inform the target audience in the gaming industry. Blizzard Entertainment is one of the top-notch companies using social media marketing in the video game industry. The best example of how a company is promoting a product and demonstrating Blizzard's marketing communications is presented here. Marketing promotion of the latest Blizzard-Overwatch game. Blizzard follows the same procedure for all its products. The company uses all social networks such as Facebook, Twitter, YouTube and Instagram. The company first publishes a preview of the upcoming game or upcoming content, instantly receives feedback from the gaming community, and then communicates with it to resolve questions and implement customer requests before the game content is released. A constant update on the progress of the game development has been coming from Blizzard essentially continuously on at least one of the above media. As a result of this activity, the customer is informed in real time about the game's development, problems and achievements, so that the customer's awareness is maintained throughout the promotion. Accounts created on social media are always called game releases. In this case, there is an account named Overwatch on all platforms. Similarly, there are Warcraft, StarCraft, or Diablo accounts. These accounts are most used to promote the game itself. However, Blizzard differs from the competition in that it does not use click-bait titles to promote your attention but is usually followed by content disappointment. Blizzard does not practice this, as the past has shown, and Overwatch is no exception, after clicking on the advertisement, the content was even better than the demonstration itself.

One of the best marketing steps used on social media was one that offered Free Overwatch games for the weekend. The customer downloaded the game for free, could play it for 48 hours and then buy it or not. In addition, the company has taken this step 6 months after the release of the game, which differs from a competitor that does not take advantage of such events until several years after the release. In addition, it was all platforms, so you could play for free on PC, Playstation 4 and Xbox One. Nowadays it offers similar events for all its titles, which are charged. At first glance, this concept of offering a game for free to customers for a limited period of time is no different from what competitors do. However, there is a difference. Blizzard offers its games in full functionality, without

any limitations, the competition always makes available only part of its content and the rest remains locked. Blizzard wanted to differentiate himself in this area and chose to make his content fully accessible without any restrictions, so it is clear that the company is so confident about its product that does not try to hide anything. Blizzard does a great job of promoting products on social networks. As a result, Blizzard generally has more satisfied customers than competitors in the industry, which is reflected in user reviews. This can also be seen, for example, on YouTube audience ratings and the Like / Dislike ratio. Blizzard continues to use social media to maintain and increase gaming interest in Overwatch and other games in their portfolio. It provides constant updates and updates that are currently underway to provide players with something to look forward to and remain active throughout the game. The most obvious are activities that are beyond the bounds of marketing communication. It publishes so-called teasers on social networks (short animated videos presenting new content only partially). Players see something they can look forward to, but they don't know exactly what it is and how the extension will work until the update is released. So there is a moment of expectation and subsequent satisfaction that comes with the release of the content previously shown in the teaser. In connection with this, there is an increase in the activity of the gaming community on social networks, players discuss with each other and at the same time with Blizzard, arguing in order to solve the puzzle that Blizzard launched with his teaser. The goal of any such action is just to increase communication between players about the game and to increase the player's awareness, so Word-of-mouth factor works.

Conclusion

The advantage of current situation is that maximum human potential can be used to create effective marketing communications, thanks to advanced technologies and procedures¹¹. Internet time is on the rise, enabling marketers to come up with a creative and modern concept of communication. Whether it's chat boxes or influencer marketing, there are no limits to creativity at the moment. In the gaming environment, the use of Internet communication is twofold. Target audience, i.e. players no longer watch television, read newspapers and do not watch

11 *Responsibility marketers*. [online]. [2019-09-02]. Available at: <<http://www.ama.org>>.

radio advertising, as was previously the case in other sectors. Players are mainly on the Internet, so this kind of communication in the gaming industry is given the most attention. The example of the latest game from Blizzard - Overwatch shows how the company proceeds in preparing, introducing and subsequently maintaining the attractiveness of the game product. For tools that are typical for marketing communication in a gaming environment, such as social networking, mailing, PR events and others.

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Contact data:

assoc. prof. Ing. Pavel Štrach, Ph.D et Ph.D.
Skoda Auto University (SAVS)
Department of Management and Marketing
Na Karmeli 1457
293 01 Mladá Boleslav
CZECH REPUBLIC
pavel.strach@savs.cz

Mgr. Emil Velinov, Ph.D.
Skoda Auto University (SAVS)
Department of Management and Marketing
Na Karmeli 1457
293 01 Mladá Boleslav
CZECH REPUBLIC
emil.velinov@savs.cz

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