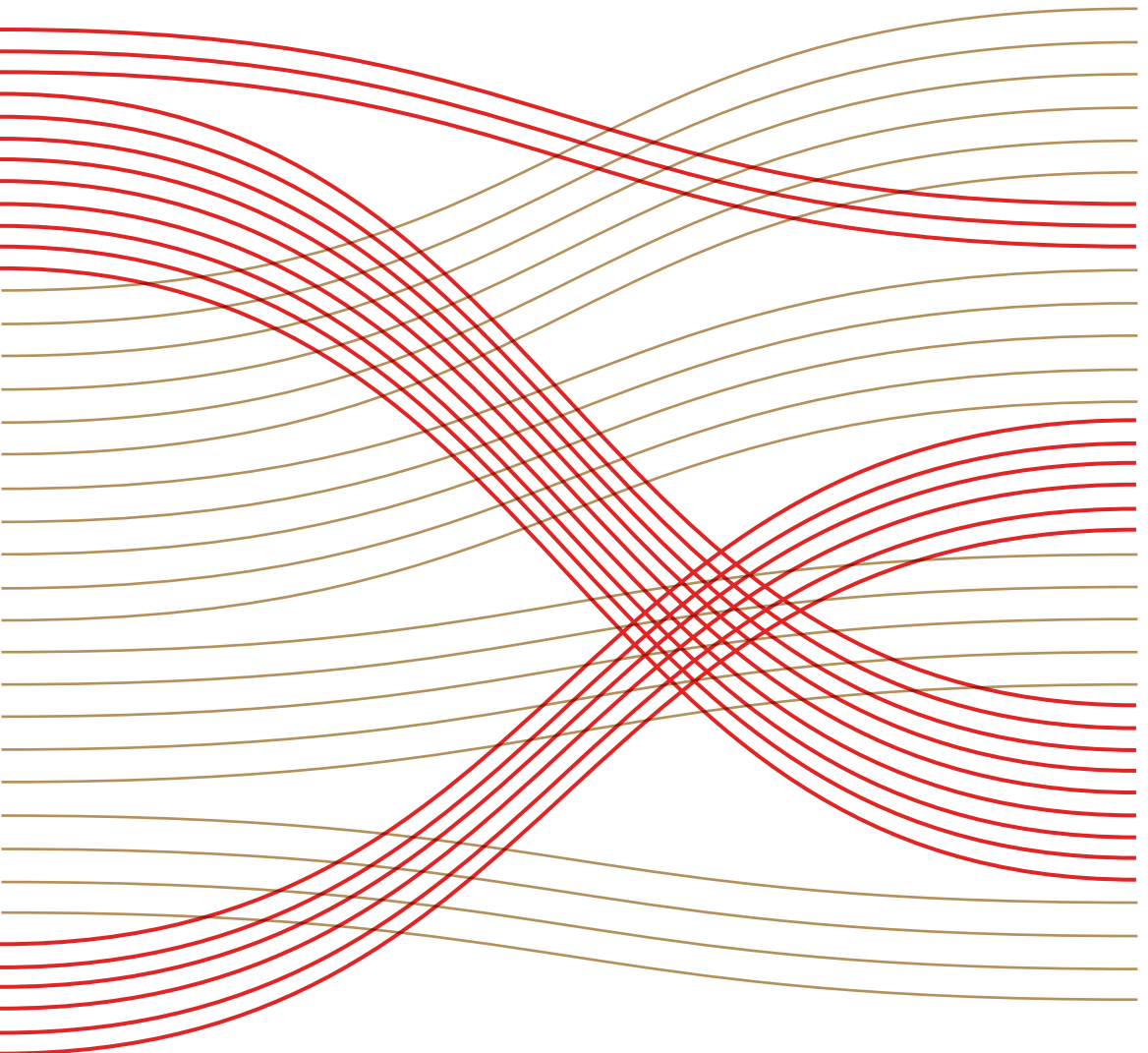


MARKETING

SCIENCE

& INSPIRATIONS



Marketing Science and Inspirations — Vedecký časopis zameraný na problematiku marketingu a marketingového manažmentu. | *Scientific journal is aimed at the area of marketing and marketing management.*

Ročník XIV, 2019, číslo 3 | Volume XIV, 2019, Number 3

Dátum vydania | Date of Issue — Október 2019 | October 2019

ISSN 1338-7944

Registračné číslo MK SR | Registration Number — EV 3360/09

Periodicita: štyri riadne vydania | *Periodicity: four periodical issues*

Vydavateľ a adresa redakcie | Publisher and Address of Editor — Univerzita Komenského v Bratislave,

Fakulta managementu, Odbojárov 10, P. O. Box 95, 820 05 Bratislava 25, Slovensko/Slovakia | tel.: **421 (2) 50 117 428 |

e-mail: redakcia@mins.sk | www.mins.sk — Časopis je vydávaný v spolupráci so ŠKODA AUTO VYSOKÁ ŠKOLA o. p. s.,

Mladá Boleslav, Česká republika | *The journal is published in co-operation with ŠKODA AUTO VYSOKÁ ŠKOLA o. p. s., Mladá Boleslav,*

Czech Republic

IČO vydavateľa | Publisher Id Number — 00 397 865

Redakčná rada | Editorial Board — Predseda | *Editor-In-Chief:* Peter Štarchoň — Členovia | *Members:* Radim Bačuvčík,

Gabriela Pajtiniková Bartáková, Viera Cibáková, Bogusława Dobek-Ostrowska, Miroslav Foret, Bernd Hallier, Marie Hesková, Pavel Horňák,

László Józsa, Olga Jurášková, Vanda Lieskovská, Štefan Majtán, Theodor Valentin Purcarea, Patricia L. Rees, Magdaléna Samuhelová, Eva Smolková,

Jaroslav Světlík, Róbert Štefko, Antónia Štensová, Pavel Štrach, Hans van der Velden — Hlavný sekretár | *Secretary-General:* František Olšavský

Grafická úprava | Graphic Design — Martina Rozinajová

Jazyková úprava | Editing — Miloslav Vojtech & Dagmar Weberová

Tlač | Printer — KO & KA spol. s r. o.

Cena za číslo | Price Per a Piece — 10,50 EUR

Objednávky a predplatné | Orders and Subscription — redakcia@mins.sk

Vedecké príspevky sú recenzované anonymne dvomi nezávislými recenzentmi. Pokyny pre autorov sú zasielané na vyžiadanie. Za obsah a jazykovú úpravu jednotlivých príspevkov zodpovedajú autori. | *Scientific contributions are reviewed anonymously by two independent reviewers.*

Contribution instructions are provided upon request. Authors are responsible for the content of particular articles. — Všetky práva vyhradené. Žiadna časť publikácie nesmie byť reprodukováaná, rozširovaná alebo prenášaná akýmkoľvek spôsobom vrátane elektronického, fotografického či iného záznamu bez predchádzajúceho písomného súhlasu redakcie. | *All rights reserved. No part of this publication may be reproduced, expanded, or transmitted, in any form or by any means – electronic, photographic, or otherwise – without the prior permission of the editor.*

Články z časopisu Marketing Science and Inspirations bude možné vyhľadať prostredníctvom výskumných databáz EBSCOhost, ERIH PLUS, Ulrichsweb, Global Impact Factor, EconBiz a Google Scholar. | *Articles from the journal Marketing Science and Inspirations will be discoverable through EBSCOhost research databases, ERIH PLUS, Ulrichsweb (Ulrich's Periodicals Directory), Global Impact Factor, EconBiz and Google Scholar.*



www.linkedin.com/company-beta/18012483/

PRÍSPEVKY | CONTRIBUTIONS

- 2** Margarethe Überwimmer, Anna Biedersberger, Doris Ehrlinger, Stefan Mang, Christian Stadlmann, David Tempelmayr
Industrial service excellence in manufacturing companies: a neo-configurational perspective
Dokonalosť priemyselných služieb vo výrobných spoločnostiach: neo-konfiguračná perspektíva
- 16** Olga Vasileva, Tamara Tarakanova
Communication trends in formation of institutional business environment in tourism of St. Petersburg
Trendy v komunikácii pri formovaní inštitucionálneho podnikateľského prostredia v cestovnom ruchu v Petrohrade
- 25** Stephan Weinert, Elmar Günther, Edith Rüger-Muck, Gerhard Raab
The effect of company guest speakers on perceived employer attractiveness
Vplyv hostujúcich prednášajúcich spoločnosti na vnímanú atraktívnosť zamestnávateľa
- 37** Miloš Hitka, Andrej Piňák, Silvia Lorincová
CRM v telekomunikačnej firme. Časť I.
CRM in a telecommunication company. Part I.

MARKETING BRIEFS

- 56** Pavel Štrach
Why political correctness and affirmative action do not work in marketing
Proč politická korektnost a pozitivní diskriminace v marketingu nefungují

ZAÚJALO NÁS | CAPTURED US

- 58** Štartuje druhý ročník súťaže Young Marketer
The second year of the Young Marketer competition starts

RECENZIE | REVIEWS

- 59** Dušan Pavlů
Nešpor, Zdeněk, R.: Slovník institucionálního zázemí české sociologie.
- 61** Peter Štarchoň
Šlosár, Robert, Majtán, Štefan, Štetka, Peter a Grisáková, Nora: Vizuálne podnety a responzívne správanie spotrebiteľov.

DICTIONARY OF USEFUL MARKETING TERMS

- 63** Dagmar Weberová

INDUSTRIAL SERVICE EXCELLENCE IN MANUFACTURING COMPANIES: A NEO-CONFIGURATIONAL PERSPECTIVE

There is a trend among manufacturing companies to augment their product offering with services due to competitive and economic reasons as well as changing customer demand. However, offering services is often a challenging task for manufacturing companies, as their core capabilities are in the manufacturing business. Therefore, this paper tries to identify which aspects are important to offer excellent industrial services and therefore constitute industrial service excellence. The results of our research based on literature and interviews with 26 managers from manufacturing companies in Austria and Bavaria show that there are five dimensions: high service quality, competitiveness of the services, economic efficiency, flexibility and internal service involvement. We use fuzzy set Qualitative Comparative Analysis within a sample of 242 manufacturing companies in Austria and Bavaria to analyze the configurations of the dimensions of industrial service excellence and sales force capabilities as well as firm size and importance of services that lead to financial performance of the service business, nonfinancial performance of the service business as well as enabler for the product business. We show that there are equifinal configurations that lead to performance and that these configurations depend on the contingency factors of firm size and importance of services. The dimensions of industrial service excellence are interdependent, as shown in the various configurations. As the configurations leading to the three performance dimensions are different, companies have to decide what their aim of servitization is in order find the configuration that supports their aim.

1 Introduction — More and more manufacturing companies augment their offering with services. According to the seminal article of Oliva and Kallenberg (2003), there are three reasons for this servitization trend: Services have a steadier cash flow than products, especially in an industrial context. Due to a more complex environment, customers demand solutions consisting of a bundle of products and services and offering these bundles gives manufacturing companies a competitive advantage. Manufacturing companies have some advantages in the service business, compared with pure service providers, for example the installed base of their products

(Ulaga and Reinartz 2011). However, servitization is not a straightforward path to success, as there are many barriers and challenges for manufacturing companies if they decide to enter the service business (Martinez et al. 2010, Zhang and Banerji 2017). Neely (2008) shows that many servitized companies are not as profitable as pure manufacturing companies are. One possible explanation for the barriers of servitization is the goods-oriented culture and strategy. Manufacturing companies have their key competences within developing and producing goods. In many servitizing companies, the service business is rather small compared to the goods business and the main focus is on the goods business. As a result of this focus, servitizing manufacturers do not have the capabilities and know-how needed for the service business. Some key capabilities of professional service providers are not implemented in servitizing manufacturers.

One of the most important topics in service literature is service quality. Much effort has been put into developing scales to measure service quality and to find ways to improve service quality. The effect of service quality on customer satisfaction and profitability has been investigated in detail (Taylor and Baker 1994, Zeithaml 2000). As the research on service quality has been focused on consumer markets in the beginning, scales for industrial markets have been developed as well (Vandaele and Gemmel 2004, Gounaris 2005). There are also approaches going beyond service quality, aiming at Service Excellence (Gouthier, Giese and Bartl 2012, Johnston 2004). However, these approaches are focused on service providers. The situation of servitizing manufacturers is different. Therefore, we investigate the components of industrial service excellence and analyze their effect on performance. Additionally, we analyze the sales force capabilities needed in servitizing manufacturers, as these capabilities are critical for market success of services in manufacturing companies. As the goals of servitizing manufacturers are different, we differentiate between three dimensions of performance: financial performance of the service business, non-financial performance of the service business and enabler for the product business. We use a neo-configurational approach, based on the proposition that causality is complex and the individual components of industrial service excellence are characterized by conjunction, equifinality and asymmetry (Misangyi et al. 2017).

Therefore, we focus on the configurations that are necessary to achieve performance instead of the net effects of the individual components (Fiss 2007).

2 Industrial service excellence in manufacturing companies — Wirtz and Johnston (2003) as well as Johnston (2004) describe service excellence as elusive and hard to grasp. However, we identify industrial service excellence as a five-dimensional construct. Service quality is one important part of it, but there are four additional aspects that should be considered as well. We base the definition of the construct on literature as well as an interview study among 26 service managers in Austria and Bavaria.

2.1 High service quality — The assessment of service quality has been of utmost importance for service research. SERVQUAL developed by Parasuraman, Zeithaml and Berry (1988) and refined by Parasuraman, Berry and Zeithaml (1991) was used

very often in research as well as in business practice. Many different tools to assess service quality have been developed (Cronin and Taylor 1992; Dabholkar, Thorpe and Rentz 1996). Gounaris (2005) and Vandaele and Gemmel (2004) developed a measurement tool for service quality in a B2B context to account for the specifics of business markets. Grönroos (1984) states that high service quality includes technical quality (outcome) as well as functional quality (process). There is some discussion on what is meant by high service quality. Some propose that to be excellent, the service has to be better than the customer expected it to be, which means that the service delights the customer (Rust and Oliver 2000). Johnston (2004) argues against this view and defines service excellence as being easy to do business with. According to his framework, there are four components that are important to be excellent: delivering the promise, providing a personal touch, going the extra mile and dealing well with problems and queries. Despite the discussion on how good service quality has to be to be considered excellent, there seems to be consensus that high service quality is an important aspect of industrial service excellence.

2.2 Competitiveness — This aspect of industrial service excellence was mentioned primarily by the interviewees in the expert interviews. They highlighted the big difference between industry sectors and services. In some industry sectors and for specific services the service quality offered by the competitors is very high and the price is quite low. However, in other industry sectors and for other services the quality is quite low and the prices are quite high. Some services are even not offered at all, despite a demand for them. The reason for this is that there are no companies that have the capabilities to offer these services at acceptable costs. One example are pay-per-use services for complex machines and plants. There are industrial customers that want to purchase such services. However, in some industry sectors, no company is able to offer these services. If a company is able to offer these kind of services with some minor problems of service quality, this company can be considered offering excellent services, as it offers a kind of service that no other company can offer at this level. Some companies offer very innovative services, but have minor quality problems in the beginning. On the other side, a company that offers a basic service with at quite a high service quality level, but there are numerous companies that can offer these kind of service at even a higher level of service quality, this company cannot be considered to offer „excellent“ services. Therefore, some interviewees highlighted the importance of including this comparison with the offerings of the competitors into the industrial service excellence construct. According to them, excellence should be partly defined in comparison with the competitors.

2.3 Cost effectiveness — Wirtz and Zeithaml (2017) propose the concept of „cost effective service excellence“ and describe it as a strategy that is focused on offering high service quality at low costs. Although high service quality and low costs have been seen as a trade-off, they propose strategies to achieve both cost-effectiveness and high service quality at the same time. This is hard to achieve, but leads to high long-term financial returns. Wirtz and Zeithaml (2017) describe three ways to achieve

cost effective service excellence: a dual strategy, operation management approaches that try to reduce process variability and the focused service factory. Heracleous, Wirtz and Johnston (2003) describe how Singapore Airlines achieved cost effective service excellence. Our interviewees highlighted the importance of cost effectiveness, especially for simple, standardized services.

2.4 Flexibility — Due to the nature of business relationships and of services, flexibility of industrial service providers is very important. Ivens (2005) as well as Han, Sung and Shim (2014) identify flexibility in industrial relationships as an important antecedent of satisfaction. They highlight the importance of informal mechanisms in relationships. As B2B services are often provided in long-term business relationships, flexibility becomes more important. In line with Ivens (2005) we define flexibility as the willingness to modify an agreement in order to bring it in line with environmental conditions. This aspect was emphasized by our interviewees. They stated that industrial services are often provided in long-term relationships and therefore it is not possible that everything is regulated exactly in the contract that is made in the beginning. Environmental changes as well as internal changes due to customer request are the reasons to modify the services. If the service provider is ready to be flexible and adopt the services to the needs at hand, this is highly appreciated by the customer. Industrial service providers can only be considered to be excellent, if they are flexible to fulfill the changing needs of their customers.

2.5 Internal service involvement — Some of the service managers stated that services are only a by-product. The focus is on the products and mentality and culture are product focused. Many companies do not even have a service department, in some companies there is not even a person dedicated to services. If there is a service department, it is often a neglected department and collaboration with other, product-focused departments is quite difficult. Analysing Singapore Airlines and looking for reasons why they are excellent in services, Wirtz and Johnston (2003) highlight the „total approach“ they used. They look at the totality of the customer experience, not on specific details. Therefore, they train every employee to be customer and service oriented. This involvement of every employee is supported by a top management with emphasis on services. The importance of top management support for services is described by Prabhu and Robson (2000) as well. Asif (2015) stresses a system wide effort to support services while Lytle, Hom and Mokwa (1998) accentuates the importance of service orientation throughout the whole company. This does not mean that every employee is focused exclusively on services but that services are not seen as the job of the service department. Every employee including management should work towards offering the customer a better total customer experience.

3 Sales force capabilities — The selling of services differs from selling products. The selling approach as well as the capabilities of the sales force are different (Storbacka et al. 2009, Tuli, Kohli and Bharadway 2007, Reinartz and Ulaga 2008). Ulaga and Reinartz (2011) describe in their study that one third of product salespeople are good at

selling services as well, one third need additional training and one third is not able to sell services. Therefore, strategic sales management has to take care which salespeople are responsible for products and for services. Special attention should be given to the capabilities of the sales force that is selling services. The following capabilities have been mentioned as important for service salespeople by Ulaga and Loveland (2014), Reinartz and Ulaga (2008) as well as in our interviews with service managers: They need profound technical knowledge, as they can explain the value of the services only if they understand how the service as well as the products work together. Technical knowledge also fosters the acceptance, especially if they talk to technicians. As many services are in need of explanation, they should be able to present the value of the services in a clear and concise manner. It is important to emphasize the monetary value of the services for the customer. Especially for services, the needs of the customers are quite different. Therefore, the salespeople have to listen exactly to discover the needs of the customers, especially the latent needs they cannot express easily. They have to be flexible to respond to changes and specific needs. Cultural aspects have to be handled in the service business as well. Bao and Toivonen (2015) find that in China it is very hard to sell something intangible, therefore it is advisable to sell services together with a product or to add something tangible to the service. In other countries, it is much easier to sell services separately. Within the service business, the sales staff is not the only staff with customer contact. Service technicians and other service employees have a lot of customer contact, sometimes they stay at the customers site for months or go there regularly. The customers trust these persons. Therefore, strategic sales management should look how these „part-time marketers“ (Gummesson 1991) can use their customer contact to assist the sales force in initiating new sales.

4 Neo-configurational perspective — The neo-configurational perspective (Misan-gyi et al. 2017) is based on the configurational approach (Meyer, Tsui and Hinings 1993). A configurational approach emphasizes the complexity of causality, especially through three features: conjunction, equifinality and asymmetry. Conjunction means that some capabilities usually appear together, equifinality emphasizes that there is more than one solution to reach a certain target and asymmetry means that the presence or absence of a capability may produce the same outcome, depending on its combination with other capabilities. One problem of the configurational approach was a mismatch between theory and method, as most of the studies relied on regression based methods that analyze additive, unifinal and symmetrical effects (Misan-gyi et al. 2017, Fiss 2007). The development of Qualitative Comparative analysis and especially fuzzy-set qualitative comparative analysis (Ragin 1987, 2000, 2008) and its adoption in management studies (Kan et al. 2016) offered new possibilities for studies using a configurational approach. The neo-configurational perspective therefore builds on the intellectual roots of configurational theory, but uses Qualitative Comparative Analysis instead of regression-based methods.

5 Method — **5.1 Fuzzy set qualitative comparative analysis** — In line with the underlying assumptions of the neo-configurational perspective we use fuzzy-set

Qualitative Comparative Analysis to analyse the effects of industrial service excellence as well as sales force capabilities on performance. fsQCA uses a causes-to-effect approach and looks for the configurations of conditions that lead to a certain outcome (Fiss 2007). This is in contrast to regression analysis and structural equation modeling, which pursue an effect-to-causes approach, looking for the net effect of the variables on the outcome. Because of this approach, fsQCA takes into account nonlinear and asymmetric relationships as well as interaction effects (Fiss 2007, 2011) fsQCA was developed for applications in political science and historical sociology (Berg-Schlosser et al., 2009), but is now applied in management (Kan et al. 2016) and marketing studies (eg. Frösen et al. 2016). Some servitization studies use this approach as well (Böhm, Eggert and Thiesbrummel 2017, Forkmann et al. 2017, Sjödin, Parida and Kohtamaki 2016, Ambroise, Prim-Allaz and Teyssier 2018). We used fsqca 3.0 (Ragin 2017) as a software to calibrate the measures as well as to derive the configurations.

5.2 Measures — Based on literature and 26 interviews with service and general managers in servitizing companies, we developed formative measures for industrial service excellence. As we defined each component of industrial service excellence based on literature and on our interview study, formative measures were adequate to catch all the five components (Diamantopoulos and Winklhofer 2001). For sales force capabilities we developed formative measures adopted from Behrman and Perreault (1982), Raddats et al. (2015), Homburg (1998), Gebauer, Edvardsson and Bjurko (2010) and Terho et al. (2015).

We distinguished between three performance dimensions: financial performance of the service business, which was operationalized on a two items reflective scale, adapted from Gebauer and Fleisch (2007). The scale for non-financial performance was based on five items adapted from Oliva, Gebauer and Brann (2012), King-shot and Pecotich (2008) and Mathwick, Malhotra and Rigdon (2001). The construct enabler for the product business was measured on a three items scale adapted from Raddats et al. (2015). All these constructs were assessed with a 7-point Likert scale. Importance of service was measured through a six-point service continuum scale adapted from Oliva and Kallenberg (2003) whereas firm size was operationalized through number of employees.

5.3 Sample — The sample consists of 242 manufacturing companies from Austria and Bavaria. Service managers or general managers served as key informants within an online-survey. Only managers that have intimate knowledge of the service business of their companies were allowed to fill in the survey. Initially, a mail with a description of the project and a link was sent to 1938 companies, with two reminders after two and five weeks. After eliminating datasets that were lacking some data, 242 complete answers remained, leading to a response rate of 12.5%, an acceptable number, taking into account that only managers with intimate knowledge of the service business were accepted as respondents. Of these 242 companies, 92 were SMEs. The sample included several industries, most prominently machinery and plant engineering (96), metal industry (29) and electronics (25).

5.4 Calibration — We used direct calibration for our measures. As there are no theoretical based thresholds available, we defined the median as the crossover point, the first quartile as full in the set and the last quartile as fully out of the set (in line with Frösen et al. 2016). This assures that only meaningful variance is reflected in the calibrated values. We used the summated Likert scale scores as input for the calibration process. Only firm size was dummy coded, with companies that have less than 250 employees coded as 0, all companies with 250 or more employees coded 1.

6 Results — **6.1 Necessity analysis** — First we tested whether any of the conditions is necessary. Necessary means that this condition has to be present to lead to the outcome. However, using a threshold of 0.90 as recommended by Greckhamer et al. (2018), no single condition leads to the outcome.

6.2 Sufficiency analysis — To test for sufficient conditions, we used the truth-table algorithm. We used a frequency threshold of 3, meaning that only configurations, that appeared at least three times were included in the final solution. The consistency cut-off was set at 0.80, as recommended by Greckhamer et al. (2018). The solutions are presented in configuration charts as suggested by Greckhamer et al. (2018) in Tables 1-3. White circles indicate the presence of a condition, crossed circles the absence of a condition.

All of the solutions have a consistency higher than 0.80, as recommended by Greckhamer et al. (2018). The coverage varies between 0.42 and 0.52. This means that a large part of the successful companies can be explained by the configurations in the solution, but that there are still other ways to achieve performance. One explanation for the lower coverage results are the different industries in our sample as well as different market conditions, which are not covered in this model, as this would increase the complexity.

Table 1: Configurations that lead to financial performance of the service business

	Solution			
	1	2	3	4
high service quality		○		○
competitive services	○	○		○
economic efficiency	○	○	○	○
flexibility	○	○	○	
internal service involvement	○	○	○	○
sales force capabilities	○	○	○	
firm size (large)		○	○	○
importance of services	○		○	○
Consistency	0.85	0.86	0.89	0.89
Raw Coverage	0.30	0.24	0.21	0.04
Unique Coverage	0.12	0.07	0.03	0.02
Overall Solution Consistency	0.85			
Overall Solution Coverage	0.42			

SOURCE: AUTHORS

There are four configurations leading to financial performance of the service business. Configuration one is the empirically most important one and needs conditions two to six to be present and is valid only in companies where services are important.

Table 2: Configurations that lead to non-financial performance of the service business

	Solution					
	1	2	3	4	5	6
high service quality	○	○	○	○		○
competitive services	○	○	○			○
economic efficiency	○	○	○	○	○	○
flexibility	○	○	○	○		
internal service involvement	○	○	○	○	○	○
sales force capabilities	○			○	○	○
firm size (large)		‡			○	○
importance of services			○	○	○	○
Consistency	0.91	0.84	0.91	0.94	0.90	0.91
Raw Coverage	0.40	0.19	0.30	0.32	0.20	0.18
Unique Coverage	0.07	0.01	0.02	0.02	0.01	0.02
Overall Solution Consistency	0.88					
Overall Solution Coverage	0.52					

SOURCE: AUTHORS

The other three configurations are only for large companies. Configuration two needs all six conditions to be present, the other two configuration need four conditions to be present. For non-financial performance, there are six possible configurations. The empirically most important configuration is configuration one, which needs all six conditions to be present and does not depend on contingency factors. All other solutions need three to five conditions to be present, but are valid only in specific circumstances. Most of these configurations are restricted to large companies.

Table 3: Configurations that enable the product business

	Solution			
	1	2	3	4
high service quality	○	○	○	
competitive services	○		○	○
economic efficiency	○	○		○
flexibility	○	○	○	○
internal service involvement	○	○	○	○
sales force capabilities		○		○
firm size (large)	†		○	†
importance of services		○	†	○
Consistency	0.79	0.86	0.82	0.89
Raw Coverage	0.18	0.29	0.06	0.12
Unique Coverage	0.08	0.16	0.04	0.02
Overall Solution Consistency	0.82			
Overall Solution Coverage	0.42			

SOURCE: AUTHORS

Four configurations enable the product business through the service business. All of these configurations depend on the contingency factors and need four or five of the conditions to be present.

7 Discussion — A neo-configurational perspective proposes complex causality due to conjunction, equifinality and asymmetry. Our study therefore includes six conditions as well as the size of the firm and the importance of services within firms to assess their influence on performance. To differentiate between different goals, we analysed three performance dimensions separately. As there is no single necessary condition, all configurations need at least three conditions to be possible and the presence and absence of conditions depend on the other conditions, the neo-configurational approach is suitable to assess the dimensions of industrial service excellence that influence performance. The inclusion of sales force capabilities in the model is justified as well, as the absence or presence of sales force capabilities is an essential part of some of the solutions.

Firm size and the importance of services can help companies to better understand which configurations are applicable for them. There is only one configuration that is not dependent on firm size or the importance of services namely configuration one for the presence of non-financial performance of the service business (Table 2). This shows that contingency factors are important in the study of industrial service excellence and servitization.

The results show that there are multiple paths for servitizing manufacturers to achieve performance through industrial service excellence. Defining industrial service excellence as a multi-dimensional construct enables a more fine-grained

analysis of the success factors for performance in the service business. High service quality is often used as a synonym for service excellence. Our results show that service quality is indeed part of most of the configurations that lead to performance, but there are other ways as well. It is quite interesting that internal service involvement is part of all configurations that lead consistently to performance. This is remarkable as this dimension of industrial service excellence is a special challenge for manufacturing companies. In professional service firms, the focus on services is the standard, but in most manufacturing companies services are only a by-product. One important take-away of this study is therefore the importance of internal service involvement. All solutions leading to performance included at least two dimensions of industrial service excellence, most of them included four. This indicates the multi-dimensional nature of industrial service excellence.

8 Implications and outlook — **8.1 Theoretical implications** — From a theoretical perspective, the neo-configurational perspective proves to be a useful perspective for the analysis of the impact of industrial service excellence on the performance of manufacturing companies. Due to the conjunction between the different conditions and numerous equifinal results a configurational approach seems necessary.

Another aspect is the differentiation between performance aspects. As the solutions for the performance aspects are different, these fine-grained view of performance seems important, especially in servitizing manufacturers, where the strategic focus is sometimes more on the financial results, sometimes more on the enabling function of the service business for the product business.

Concerning the construct of industrial service excellence it seems necessary to differentiate between industrial service excellence in service companies and industrial service excellence in manufacturing companies, especially concerning the internal service involvement.

8.2 Practical implications — Manufacturing companies that add services to their offering have their desired goal in mind, especially if the focus is on building a profitable service business or to enable the product business. Depending on their goal, different dimensions of industrial service excellence are important.

Dimensions of industrial service excellence should not be treated separately. As the results have shown it is important to analyse the configurations in total and not in separate parts. Therefore, servitizing manufacturers have to analyse their whole service business and find configurations that support their servitization goal.

Special care should be given to contingency factors such as firm size and the importance of services. Depending on these contingency factors different configurations lead to the performance dimension in question.

Manufacturing companies should be careful when adopting service quality and service excellence concepts that were developed for B2C markets or for professional service companies. Internal service involvement is common within these companies, in manufacturing companies it is a major challenge.

8.3 Limitations & outlook — Despite the implications mentioned above, this study has its limitations. First, the sample consists only of companies from Austria and Bavaria and includes several industries. A focus on one single industry could reveal industry-specific configurations. Analysing the impact of industrial service excellence on performance in other countries could reveal differences between countries. As we used subjective performance, studies with objective measures of performance could show if there are differences or not.

It would also be important to further evaluate the concept of industrial service excellence in manufacturing companies. To verify the usefulness of a neo-configurational perspective a comparison between the results of Qualitative Comparative Analysis and regression-based methods within the same study would be an interesting avenue for further investigation. Furthermore, additional aspects and contingency factors should be used as conditions, allowing the analysis of even more sophisticated configurations.

Poznámky | Notes — The work described in this document has been conducted as part of the project ISEM (industrial service excellence monitor), a research project funded by the European Fund for Regional Development through Interreg Austria-Bavaria 2014-2020.



Literatúra | List of References — [1] Ambrose, L., Prim-Allaz, I. and Teyssier, C., 2018. Financial performance of servitized manufacturing firms. A configuration issue between servitization strategies and customer-oriented organizational design. In: *Industrial Marketing Management*. 2018, 71(May), pp. 54-68. ISSN 0019-8501. | [2] Asif, M., 2015. A critical review of service excellence models. Towards developing an integrated framework. In: *Quality & Quantity*. 2015, 49(2), pp. 763-83. ISSN 0033-5177. | [3] Bao, S. and Toivonen, M., 2015. Cultural differences in servitization. Nordic manufacturers in China. In: *Journal of Science and Technology Policy Management*. 2015, 6(3), pp. 223-45. ISSN 2053-4620. | [4] Behrman, D. N. and Perreault, D. W., 1982. Measuring the performance of industrial salespersons. In: *Journal of Business Research*. 1982, 10(3), pp. 355-69. ISSN 0148-2963. | [5] Böhm, E., Eggert, A. and Thiesbrummel, C., 2017. Service transition. A viable option for manufacturing companies with deteriorating financial performance? In: *Industrial Marketing Management*. 2017, 60, pp. 101-11. ISSN 0019-8501. | [6] Cronin, J. J. and Taylor, A. S., 1992. Measuring service quality. A reexamination and extension. In: *Journal of Marketing*. 1992, 56(3), pp. 55-68. ISSN 0022-2429. | [7] Dabholkar, P., Dayle, A., Thorpe, I. and Rentz, O. J., 1996. A measure of service quality for retail stores. Scale development and validation. In: *Journal of the Academy of Marketing Science*. 1996, 24(1), ISSN 0092-0703. | [8] Diamantopoulos, A. and Winklhofer, M. H., 2001. Index construction with formative indicators. An alternative to scale development. In: *Journal of Marketing Research*. 2001, 38(2), pp. 269-77. ISSN 0022-2437. | [9] Fiss, P. C., 2007. A set-theoretic approach to organizational configurations. In: *Academy of Management Review*. 2007, 32(4), pp. 1180-98. ISSN 0363-7425. | [10] Fiss, P. C., 2011. Building better causal theories. A fuzzy set approach to typologies in organization research. In: *Academy of Management Journal*. 2011, 54(2), pp. 393-420. ISSN 0001-4273. | [11] Forkmann, S., Henneberg, C. S., Witell, L. and Kindström, D., 2017. Driver configurations for successful service infusion. In: *Journal of Service Research*. 2017, 20(3), pp. 275-91. ISSN 1094-6705. | [12] Frösén, J., Luoma, J., Jaakkola, M., Tikkanen, H. and Aspara, J., 2016. What counts versus what can be counted. The complex interplay of market orientation and marketing performance mea-

surement. In: *Journal of Marketing*. 2016, 80(3), pp. 60-78. ISSN 0022-2429. | [13] Gebauer, H., Edvardsson, B. and Bjurko, M., 2010. The impact of service orientation in corporate culture on business performance in manufacturing companies. In: *Journal of Service Management*. 2010, 21(2), pp. 237-59. ISSN 1757-5818. | [14] Gebauer, H. and Fleisch, E., 2007. An investigation of the relationship between behavioral processes, motivation, investments in the service business and service revenue. In: *Industrial Marketing Management*. 2007, 36(3), pp. 337-48. ISSN 0019-8501. | [15] Gounaris, S., 2005. Measuring service quality in b2b services. An evaluation of the SERVQUAL scale vis-à-vis the INDSERV scale. In: *Journal of Services Marketing*. 2005, 19(6), pp. 421-35. ISSN 0887-6045. | [16] Greckhamer, T., Furnari, S., Fiss, C. P. and Aguilera, V. R., 2018. Studying configurations with qualitative comparative analysis. Best practices in strategy and organization research. In: *Strategic Organization*. 2018, 16(4), pp. 482-95. ISSN 1741-315X. | [17] Grönroos, C., 1984. A service quality model and its marketing implications. In: *European Journal of Marketing*. 2018, 18(4), pp. 36-44. ISSN 0309-0566. | [18] Gummesson, E., 1991. Marketing-orientation revisited. The crucial role of the part-time marketer. In: *European Journal of Marketing*. 1991, 25(2), pp. 60-75. ISSN 0309-0566. | [19] Han, S. L., Sung, H. S. and Shim, H. S., 2014. Antecedents and performance outcomes of flexibility in industrial customer-supplier relationships. In: *Journal of Business Research*. 2014, 67(10), pp. 2115-22. ISSN 0148-2963. | [20] Heracleous, L., Wirtz, J. and Johnston, R., 2004. Cost effective service excellence: lessons from Singapore airlines. In: *Business Strategy Review*. 2004, 15(1), pp. 33-38. ISSN 1467-8616. | [21] Homburg, C., 1998. On closeness to the customer in industrial markets. In: *Journal of Business-to-Business Marketing*. 1998, 4(4), pp. 35-72. ISSN 1547-0628. | [22] Ivens, B. S., 2005. Flexibility in industrial service relationships. The construct, antecedents and performance outcomes. In: *Industrial Marketing Management*. 2005, 34(6), pp. 566-76. ISSN 0019-8501. | [23] Johnston, R., 2004. Towards a better understanding of service excellence. In: *Journal of Service Theory and Practice*. 2004, 14(2/3), pp. 129-33. ISSN 2055-6225. | [24] Kan, S. A. K., Adegbite, E., Omari, E. S. and Abdellatif, M., 2016. On the use of qualitative comparative analysis in management. In: *Journal of Business Research*. 2016, 69(4), pp. 1458-63. ISSN 0148-2963. | [25] Kingshott, R. P. J. and Pecotich, A., 2007. The impact of psychological contracts on trust and commitment in supplier-distributor relationships. In: *European Journal of Marketing*. 2007, 41(9/10), pp. 1053-72. ISSN 0309-0566. | [26] Lytle, R. S., Hom, W. P. and Mokwa, P. M., 1998. SERV*OR. A managerial measure of organizational service-orientation. In: *Journal of Retailing*. 1998, 74(4), pp. 455-89. ISSN 0022-4359. | [27] Martinez, V., Bastl, M., Kingston, J. and Evans, S., 2010. Challenges in transforming manufacturing organisations into product-service providers. In: *Journal of Manufacturing Technology Management*. 2010, 21(4), pp. 449-69. ISSN 1741-038X. | [28] Mathwick, C., Malhotra, N. and Rigdon, E., 2001. Experiential value: Conceptualization, measurement and application in the catalog and Internet shopping environment. In: *Journal of Retailing*. 2001, 77(1), pp. 39-56. ISSN 0022-4359. | [29] Meyer, A. D., Tsui, S. A. and Hinings, R. C., 1993. Configurational approaches to organizational analysis. In: *Academy of Management Journal*. 1993, 36(6), pp. 1175-95. ISSN 0001-4273. | [30] Misangyi, V. F., Greckhamer, T., Furnari, S., Fiss, C. P., Crilly, D. and Aguilera, R., 2017. Embracing causal complexity. In: *Journal of Management*. 2017, 43(1), pp. 255-82. ISSN 0149-2063. | [31] Neely, A., 2008. Exploring the financial consequences of the servitization of manufacturing. In: *Operations Management Research*. 2008, 1(2), pp. 103-18. ISSN 1936-9735. | [32] Oliva, R. and Kallenberg, R., 2003. Managing the transition from products to services. In: *International Journal of Service Industry Management*. 2003, 14(2), pp. 160-72. ISSN 0956-4233. | [33] Oliva, R., Gebauer, H. and Brann, M. J., 2012. Separate or integrate? Assessing the impact of separation between product and service business on service performance in product manufacturing firms. In: *Journal of Business-to-Business Marketing*. 2012, 19(4), pp. 309-34. ISSN 1547-0628. | [34] Parasuraman, A., Zeithaml, A. V. and Berry, L. L., 1988. SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. In: *Journal of Retailing*. 1988, 64(1), pp. 12-40. ISSN 0022-4359. | [35] Parasuraman, A., Berry, L. L. and Zeithaml, A. V., 1991. Refinement and reassessment of the SERVQUAL scale. In: *Journal of Retailing*. 1991, 67(4), pp. 420-50. ISSN 0022-4359. | [36] Prabhu, V. B. and Robson, A., 2000. Achieving service excellence - measuring the impact of leadership and senior management commitment. In: *Journal of Service Theory and Practice*. 2000, 10(5), pp. 307-17. ISSN 2055-6225. | [37] Raddats, C., Burton, J. and Ashman, R., 2015. Resource configurations for services success in manufacturing companies. In: *Journal of Service Management*. 2015, 26(1), pp. 97-116. ISSN 1757-5818. | [38] Ragin, C., 1987. The comparative method: Moving beyond qualitative and quantitative methods. Berkeley: University of California, 1987.

ISBN 0-520-05834-8. | [39] Ragin, C., 2000. Fuzzy-set Social Science. Chicago: The University of Chicago Press, 2000. ISBN 978-0226702773. | [40] Ragin, C., 2008. Redesigning social inquiry: fuzzy sets and beyond. Chicago: The University of Chicago Press, 2008. ISBN 978-0226702759. | [41] Ragin, C., 2017. User's guide to fuzzy-set / qualitative comparative analysis. 2017. [online]. [cit. 2019-01-22]. Available at: <http://www.socsci.uci.edu/~cragin/fsQCA/download/fsQCAManual.pdf> | [42] Reinartz, W. J. and Ulaga, W., 2008. How to sell services more profitable. In: Harvard Business Review. 2008, 86(5). ISSN 0017-8012. | [43] Sjödin, D. R., Parida, V. and Kohtamäki, M., 2016. Capability configurations for advanced service offerings in manufacturing firms. Using fuzzy set qualitative comparative analysis. In: Journal of Business Research. 2016, 69(11), pp. 5330-35. ISSN 0148-2963. | [44] Rust, R. T. and Oliver, L. R., 2000. Should we delight the customer? In: Journal of the Academy of Marketing Science. 2000, 28(1), pp. 86-94. ISSN 0092-0703. | [45] Storbacka, K., Ryals, L., Davies, A. I. and Nenonen, S., 2009. The changing role of sales. Viewing sales as a strategic, cross-functional process. In: European Journal of Marketing. 2009, 43(7/8), pp. 890-906. ISSN 0309-0566. | [46] Taylor, S. A. and Baker, L. T., 1994. An assessment of the relationship between service quality and customer satisfaction in formation of consumers' purchase intentions. In: Journal of Retailing. 1994, 70(2), pp. 163-178. ISSN 0022-4359. | [47] Terho, H., Eggert, A., Haas, A. and Ulaga, W., 2015. How sales strategy translates into performance. The role of salesperson customer orientation and value-based selling. In: Industrial Marketing Management. 2015, 45, pp. 12-21. ISSN 0019-8501. | [48] Tuli, K. R., Kohli, K. A. and Bharadwaj, G. S., 2007. Rethinking customer solutions. From product bundles to relational processes. In: Journal of Marketing. 2007, 71(3), pp. 1-17. ISSN 0022-2429. | [49] Ulaga, W. and Reinartz, J. W., 2011. Hybrid offerings. How manufacturing firms combine goods and services successfully. In: Journal of Marketing. 2011, 75(6), pp. 5-23. ISSN 0022-2429. | [50] Ulaga, W. and Loveland, M. J., 2014. Transitioning from product to service-led growth in manufacturing firms. Emergent challenges in selecting and managing the industrial sales force. In: Industrial Marketing Management. 2014, 43(1), pp. 113-25. ISSN 0019-8501. | [51] Vandaele, D. and Gemmel, P., 2004. Development of a measurement scale for business-tobusiness service quality: assessment in the facility services sector. Working Papers of Faculty of Economics and Business Administration. Ghent: Ghent University, Faculty of Economics and Business Administration 2004. | [52] Wirtz, J. and Johnston, R., 2003. Singapore airlines. What it takes to sustain service excellence – a senior management perspective. In: Journal of Service Theory and Practice. 2003, 13(1), pp. 10-19. ISSN 2055-6225. | [53] Wirtz, J. and Zeithaml, V., 2017. Cost-effective service excellence. In: Journal of the Academy of Marketing Science. 2017, 72(4), p. 105. ISSN 0092-0703. | [54] Zeithaml, V. A., 2000. Service quality, profitability and the economic worth of customers: What we know and what we need to learn. In: Journal of the Academy of Marketing Science. 2000, 28(1), pp. 67-85. ISSN 0092-0703. | [55] Zhang, W. and Banerji, S., 2017. Challenges of servitization. A systematic literature review. In: Industrial Marketing Management. 2017, 65, pp. 217-27. ISSN 0019-8501.

Kľúčové slová | Key Words — industrial services, manufacturing, sales force capabilities | *priemyselné služby, výroba, schopnosti predajnej sily*

JEL klasifikácia | JEL Classification — D23, M31

Résumé — **Dokonalosť priemyselných služieb vo výrobných spoločnostiach: neo-konfiguračná perspektíva**

Medzi výrobnými spoločnosťami existuje trend rozširovať ponuku produktov o služby z konkurenčných a ekonomických dôvodov, ako aj z dôvodu meniaceho sa dopytu zákazníkov. Ponúkať služby je však pre výrobné spoločnosti často náročnou úlohou, pretože ich základné schopnosti sú vo výrobnom podnikaní. Preto sa tento príspevok snaží identifikovať, ktoré aspekty sú dôležité pre ponúkanie dokonalých priemyselných služieb a preto predstavujú dokonalosť priemyselných služieb. Výsledky nášho výskumu na základe literatúry a rozhovorov s 26 manažermi z výrobných spoločností v Rakúsku a Bavorsku ukazujú že existuje päť dimenzií: vysoká kvalita služieb, konkurencieschopnosť služieb, ekonomická efektívnosť, flexibilita a zapojenie interných služieb. Použitá bola neostrá množina kvalitatívnej porovnávacej analýzy na vzorke 242 výrobných spoločností v Rakúsku a Bavorsku na analýzu konfigurácií rozmerov schopnosti priemyselných služieb a predajných síl, ako aj veľkosti firmy a dôležitosť služieb, ktoré vedú k finančnej výkonnosti pod-

nikania so službami, nefinančný výkon v oblasti služieb, ako aj ako aktivátor pre obchod s produktmi. Poukazujeme, že existujú ekvivalenčné konfigurácie, ktoré vedú k výkonu a že tieto konfigurácie závisia od náhodných faktorov veľkosti firmy a dôležitosť služieb. Parametre excelentných priemyselných služieb sú vzájomne závislé, ako je znázornené v rôznych konfiguráciách. Pretože konfigurácie vedúce k trom dimenziám výkonnosti sú rôzne, spoločnosti sa musia rozhodnúť, aký je ich cieľ pri poskytovaní služieb, aby našli konfiguráciu, ktorá podporuje ich cieľ.

Kontakt na autorov | Address — FH-Prof. DI Dr. Margarethe Überwimmer, Degree program Global Sales and Marketing, Upper Austria University of Applied Sciences, School of Management, Wehrgrabengasse 1-3, 4400 Steyr, Austria, e-mail: margarethe.ueberwimmer@fh-steyr.at
M.Sc. Anna Biedersberger, Centre for Market Research at University of Passau, Am Burgberg 8; 94127 Neuburg am Inn, Germany, e-mail: anna.biedersberger@uni-passau.de
Dipl.-Ing.in Doris Ehrlinger, Degree program Global Sales and Marketing, Upper Austria University of Applied Sciences, School of Management, Wehrgrabengasse 1-3, 4400 Steyr, Austria, e-mail: doris.ehrlinger@fh-steyr.at
Dr. Stefan Mang, Dipl. Kfm. Centre for Market Research at University of Passau, Am Burgberg 8; 94127 Neuburg am Inn, Germany, e-mail: stefan.mang@uni-passau.de
Mag. Christian Stadlmann, PhD, Degree program Global Sales and Marketing, Upper Austria University of Applied Sciences, School of Management, Wehrgrabengasse 1-3, 4400 Steyr, Austria, e-mail: christian.stadlmann@fh-steyr.at
Mag. David Tempelmayr, Degree program Global Sales and Marketing, Upper Austria University of Applied Sciences, School of Management, Wehrgrabengasse 1-3, 4400 Steyr, Austria, e-mail: david.tempelmayr@fh-steyr.at

Recenzované | Reviewed — 6. March 2019 / 11. March 2019

COMMUNICATION TRENDS IN FORMATION OF INSTITUTIONAL BUSINESS ENVIRONMENT IN TOURISM OF ST. PETERSBURG

Conducted research is aimed to reveal communication trends in formation of institutional business environment in tourism of St. Petersburg. As a result, it was revealed that communication trends are due to the tourism multiplier effect and take into account changes in the institutional tourism environment within the framework of new information communication technologies, such as online booking services, tourist information centers, etc. Communication part of institutional business environment in tourism combines such information communication technologies as automatic information system „Unified Federal Register of tour operators“, „Safety treats information for tourists“, official website of Federal Tourism agency, online booking systems etc.

Stable communication trends in formation of institutional business environment in tourism of St. Petersburg are: the growth of the number of information tourist centers and mobile services, that make an access to tourism services of every level easier; different forms of collaboration (bloggers, online events etc.); improvement in quality, speed and safety of tourist services.

1 Introduction — The paper is aimed to identify institutional environment of business development in tourism with consideration of rapid development of communication and information technologies. The aim of this research is to identify communication trends within institutional business environment in tourism industry of St. Petersburg. Achieving this goal requires consistent meeting the challenges, such as: looking at the structure of institutional environment of tourism, analysing the process of its formation and factors, that make its identification harder; as well as conducting a survey for tourism agencies representatives in St. Petersburg.

The analysis of the institutional business environment structure in tourism is based on the system approach. Theoretical importance of the research includes the need to summarize the most important results of the problem identification research of the institutional business environment with consideration of the tourism industry specifics and identification stable communication trends in tourism of St. Petersburg.

2 Theory of tourism business institutional environment identification

In the second half of the 21st century North and Dewis (1971) explained institutional environment as a complex of basic political, social and legal rules, that regulates operations of economic subjects, predetermining possibilities to maximize distribution and productive activity.

Particular explanation fully corresponds to the approach for identification of institutional business environment in tourism that is regulated by identical set of regulating rules.

Russian scientist Shastitko (2010) considers institute as a set of rules, that fulfills the function of restricting economic agents, that puts communication between them in order, as well as the mechanisms controlling these rules.

Lazovskaya (2012) thinks, that institutional environment of tourist services consists of a complex of the following institutions, such as:

- | economic,
- | institute of social environment (especially cooperation between the authorities and society, superior and subordinate relationship to labor, management features, informal relations, etc.),
- | institute of spiritual environment (features of national character, morality, spirituality, patriotism, etc.),
- | institutional environment and its restrictions form an effective competitive economic mechanism in tourism services, which supports stability and system adaptation.

Williams (1990), 2009 Nobel Prize laureate, determined institutional environment as a summary of rules, that determine the context of realization of economic activity, Another famous American scientist - Klein (1998) thought that its institutional environment that sets the restrictions, in which individual functions. That statement explains the role of tourist in institutional business environment in tourism very well.

3 Multiplicative effect of tourism business — The above studies do not account for changes in the institutional environment of tourism in the context of new information and communication technologies such as the internet - reservation services, tourist information centers, etc. Tourism business from the institutional approach, according to the presented Table 1, can be considered as combination of a number of „hard“ and „soft“ institutions and a system of interaction mechanism.

Development institutions complement each other, so when any system changes in the expected economic effect in a particular institutional environment depends on the adaptability of its elements to constant changes.

Institute	Functions	Subjects
Economic	The market interaction mechanism of subjects and objects in tourism	Accommodation facilities, transport companies, travel agents, tour operators, tourist facilities, museums, tourists, catering and related industries, etc.
Legal	International and Russian legal and regulatory – methodological base Implementation of state programs for the development of education, physical culture and sports, culture and tourism, health care, economic development and an innovative economy	UNWTO, Federal Agency for Tourism (Rosturizm), Ministry of Culture of the Russian Federation Federal, regional and municipal executive and legislative powers in the field of development and security
Social	Culture, social structure, national characteristics, tolerance level	Russian Ministry of Culture, public, commercial and government organizations in the field of national and world culture, the population of tourist destinations
Communication	Information and communication technologies	Automated information systems „The Unified Federal Register of Tour Operators“, „Informing about the threats to the safety of tourists“, the official website of the Federal Agency for Tourism, booking systems, etc.
Scientific and educational	Educational programs and research projects in the tourism specialists training	Public and private educational organizations that provide training for the tourism

TABLE 1: STRUCTURE OF THE INSTITUTIONAL ENVIRONMENT IN TOURISM; SOURCE: AUTHORS

Multiplier effect of business in tourism causes the institutional environment for its development, as the totality of the tourism subjects and objects, and relationships that arise between them in the process of tourist services production and consumption. These relations system forms the institutional factors of tourism development in close relationship with other areas of business.

4 Legal background of the communications component in the tourism institutional business environment — The rapid development of the Internet - technologies and communication, and the Federal Law of Russia No 49-FZ On Amendments to Certain Legislative Acts of the Russian Federation in order to improve the legislation regulating the tourism activity formed the preconditions for the formation of the Institute of Communications in the institutional environment in tourism (kremlin.ru 2017).

This law is aimed at improving the legislation in terms of legal regulation of outbound tourism, strengthening the responsibility of the participants of the tourist

market, improving the quality of services provided and the level of legal protection of tourists traveling outside the territory of the Russian Federation.

Introduced concepts such as „Navigation and orientation system in tourism“, „Tourist information center“, which indicates that the sustainable development of the communication component of the institutional environment of tourism and recreation. In addition, the Federal Law No. 49-FZ of support and development „of children's tourism“ related to priority areas of state regulation of tourist activities as well as with internal, inbound, social and backpackers.

Entry into force on January 1, 2017 of the provisions on the specification of powers in the field of tourism at the federal, regional levels, as well as the definition of the rights of municipalities in the development of tourism will contribute to the development of domestic and inbound tourism, improving the quality and safety of tourist services, the formation, promotion and implementation competitive domestic tourism products, as well as attracting investment, increasing employment, increasing the size of small and medium-sized businesses, municipal revenues regional, federal, socio-economic development of the regions and Russia as a whole.

So, the scope of the institutional environment of tourist-recreational services includes the following set of functioning institutions, such as:

- | economic, implementing mechanism of market interaction of subjects and objects of tourism such as accommodation facilities, transportation companies, travel agents, tour operators, tourist display objects, museums, tourists, catering and related industries, etc.,
- | law, allows to improve the international and Russian legal and regulatory and methodological framework and implement national programs of education, physical culture and sport, culture and tourism, health care, economic development and innovative economy in the framework of the UNWTO, the Federal Agency for Tourism (Rosturizm), Ministry culture of the Russian Federation, etc.,
- | social, includes culture, social structure, national characteristics, level of tolerance, etc. **The Ministry of Culture of the Russian Federation, public, commercial and state organizations** in the field of national and world culture, the population of tourist centers are elements of this institutional subsystem,
- | research and education implement educational programs and research projects in the field of training of specialists of tourist sphere, carried out by public and private educational and research organizations,
- | communications combine information and communication technologies, such as: automated information systems „The Unified Federal Register of Tour Operators“, „Informing about Tourist Safety Threats“, the official website of the Federal Agency for Tourism, booking systems, etc. Communication institute becomes the most important element of the institutional tourist activity environment, since the relevant information possession, speed, accuracy; high speed processing and transmission of information are crucial factors of company's efficiency in the tourism.

5 Detecting development trends of communication technologies in the field of tourism industry of St. Petersburg

— In order to identify sustainable communication trends of the institutional tourism business environment formation in the period from 10.10.2018 to 28.11.2018 we conducted a survey of travel company's representatives/heads in St. Petersburg. The survey „Communications in the field of St. Petersburg tourism industry” involved 138 respondents, which made up a sample of more than 10% of the total population (1118) of registered in St. Petersburg companies that provide services in tourism.

As a result of the study, it was revealed that 100% of respondents have their own website on the Internet. The site publishes information about offers, which can be used any time convenient to the user, however, not every website has a user-friendly interface, that sometimes causes difficulties in quickly finding the desired information. In addition, not all websites have a resource selection of tours and online reservations, but only submit to the price list.

The tourism industry companies' presence in the social media also covers 100%. The least attractive to promote their services to the organization of St. Petersburg is „Classmates” network (Figure 1).

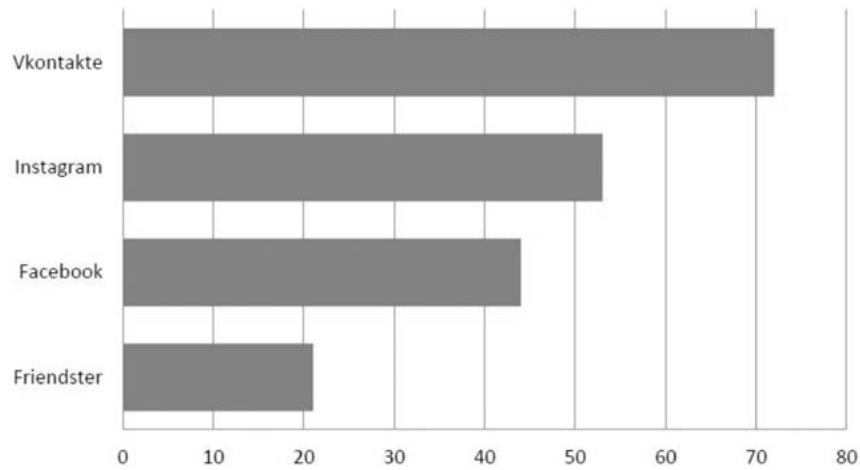


FIGURE 1: PRESENCE OF ST. PETERSBURG TOURIST COMPANIES IN SOCIAL MEDIA; SOURCE: AUTHORS

This is mainly due to the prevailing strong stereotypes about these networks, some of which are quite reasonable and really interfere with the work of travel industry companies (Alexeenko 2018). Regarding the use of instant messengers to inform customers, according to the respondents' answers, WhatsApp, Viber and Facebook are used more frequently in their work (Figure 2).

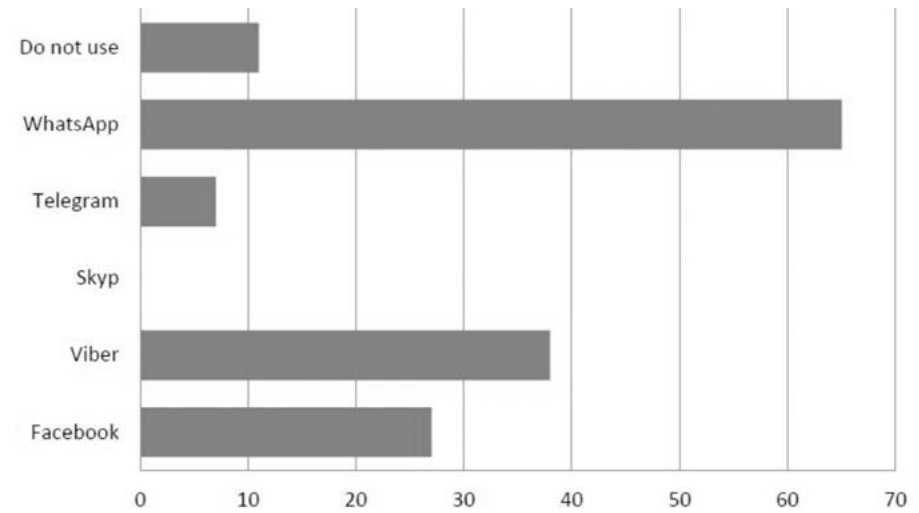


FIGURE 2: PREFERENCE TOURIST COMPANIES USING MESSENGERS; SOURCE: AUTHORS

This is quite natural, since, according to the Russian Fund „Public opinion”, the most popular application for communication among Russians is WhatsApp: it is used by 39% of all respondents and 58% of daily Internet audience. Viber is installed on devices by 29% of respondents (43% of the daily audience), Skype - by 19% of residents (29% of the daily audience), Telegram is used by 10% of Russians (15% of the daily Internet audience), ICQ is used by only 1% of citizens (Bashkatov 2018).

On the question of public information and communication resources that can make the company work more efficiently, the majority of respondents cited the section „Information about the security threat” to the Federal Tourism Agency website (Figure 3).

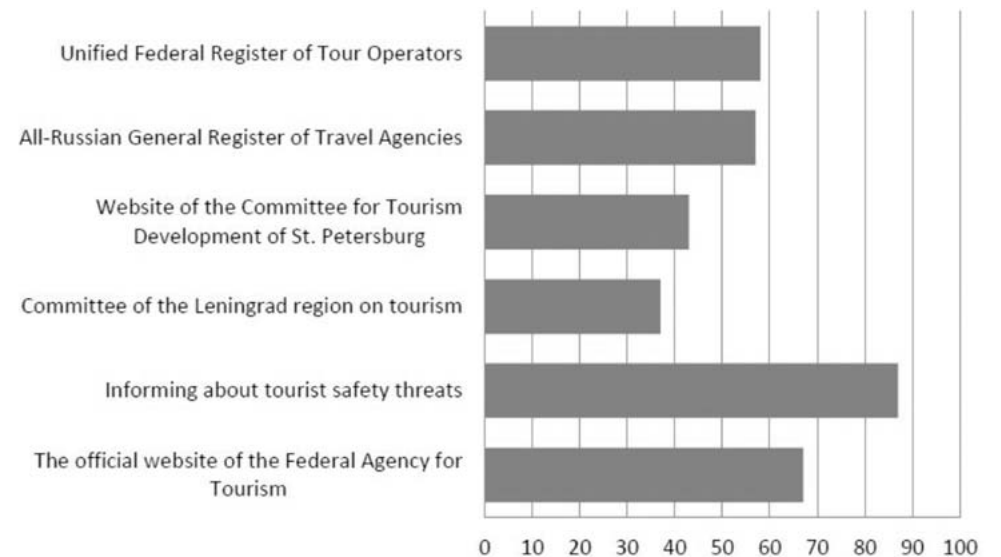


FIGURE 3: STATE INFORMATION AND COMMUNICATION RESOURCES USED BY TOURIST COMPANIES; SOURCE: AUTHORS

This is due to the complicated international situation in general and, in particular, deteriorating security conditions at the popular destinations of Russians (Turkey, Egypt, Thailand, etc.). Among the information and communication technologies contributing to the improvement of the quality of tourist services, the Internet was the leader in the number of answers. Also named respondents were services such as SSL Certificate Komodo, amoCRM, Zendesk, etc. With regards to the introduction of new information and communication technologies, most respondents plan to use automated marketing platforms, such as Mindbox. These systems allow almost few clicks to set up the sales funnel, to segment the market, set up sales scripts for managers, and improve customer loyalty, increase average check and much more.

Communication (along with economic) component of the institutional environment of entrepreneurial activity of tourism is the most important by respondents' opinion (Figure 4), and is characterized by a number of stable trends, such as:

- | rapid development of information communication due to the multiplier effect of tourist areas,
- | growth in the number of mobile applications for booking accommodation, buying tickets for all modes of transport, food delivery, virtual tours and navigation systems;
- emergence of new information tourist centers,
- | collaboration of international payment systems with airlines, hotel chains, and so on within the various customer loyalty programs,
- | bloggers popularization activities and increase the authority of „unofficial“ information that consumers of tourism services often rely to a greater extent than the „official“,
- | acceleration of information transmission speed to prevent danger to life, health, safety and improving the quality of tourism and recreational services.

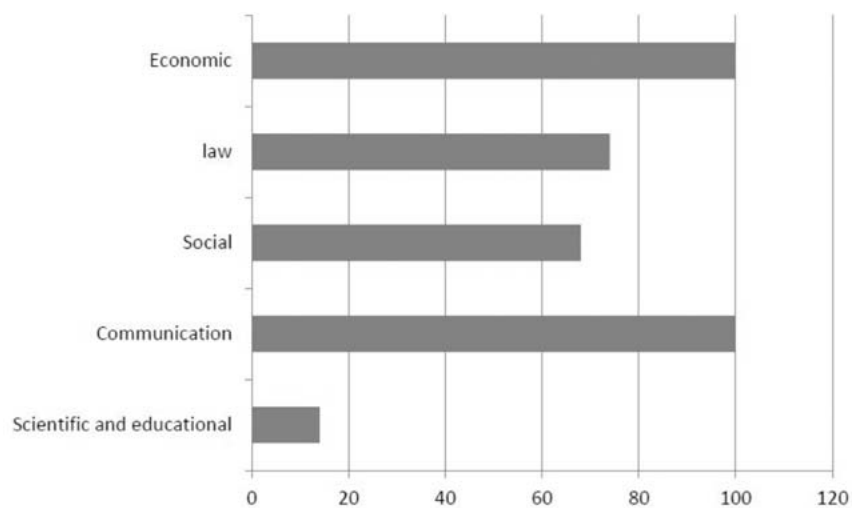


FIGURE 4: THE MOST IMPORTANT ELEMENTS OF THE INSTITUTIONAL ENVIRONMENT TOURISM AND RECREATION ACTIVITIES;
SOURCE: AUTHORS

6 Conclusion — The authors concluded that the automation of management processes and the introduction of information and communication technologies in the entrepreneurial sector of the tourism industry of St. Petersburg is proceeding at an active pace. The overwhelming majority of organizations are willing to rapidly introduce the latest technologies and use communication tools in the business, thereby increasing the efficiency of their activities. The increase in the number of tourist information centers and mobile services simplifies access to tourist services at all levels and increases the speed and quality of their provision. However, the problem of building an effective system of interaction between tourism enterprises and their partners, subagents and directly potential tourists in the online mode remains open. This is especially important in the conditions of high competition in the market of tourist services in St. Petersburg and a permanent increase in prices and an increase in the main items of expenditure of citizens. The presence on the Internet, social networks, instant messengers and the presence of mobile applications clearly increase the likelihood of increasing the efficiency of the travel industry company, but with close contact with the user, because without this, no software product alone can work and bring the desired result.

Literatúra | List of References — [1] Alekseenko, T. F., 2018. Almost half of Russians do not use instant messengers. 2018. [online]. [cit. 2018-12-22]. Available at: <<https://www.kommersant.ru/doc/3618010>> | [2] Bashkatov, D., 2018. Myths and truth about the audience network odnoklassniki. [online]. [cit. 2018-12-22]. Available at: <<https://smmplanner.com/blog/mify-i-pravda-ob-auditorii-setiodnoklassniki/>> | [3] Davis, L. and North, D., 1971. Institutional change and American economic growth. Cambridge: Cambridge University Press, 1971. ISBN 9780511561078. | [4] DrachevaYa, V. and Lazovskaya, V. S., 2012. Krasnodar: Southern Institute of Management, 39, 2012. [online]. [cit. 2018-12-01]. Available at: <<http://www.iprbookshop.ru/9767.html>> | [5] Klein, P., 1998. New institutional economics. Department of Economics, University of Georgia. | [6] Kremlin.ru, Federation in order to improve the legislation regulating the tourism activity. 2017. [online]. [cit. 2018-12-01]. Available at: <<http://kremlin.ru/acts/bank/40571>> | [7] Shastitko, A. E., 2010. New institutional economic theory. In: Voprosy Ekonomiki. 2010, 8, pp. 152-154. ISSN 0042-8736. | [8] The Federal Law of Russia 03.02.2016, No. 49-FZ On Amendments to Certain Legislative Acts of the Russian Federation | [9] Williamson, O., 1990. Organization theory: from Chester Barnard to the present and beyond. Oxford: Oxford University Press. 1990. ISBN 9780195061444.

Kľúčové slová | Key Words — communication trends, tourism, information tourist center, tourist services | *komunikačné trendy, cestovný ruch, turistické informačné stredisko, turistické služby*

JEL klasifikácia | JEL Classification — M31

Résumé — **Trendy v komunikácii pri formovaní inštitucionálneho podnikateľského prostredia v cestovnom ruchu v Petrohrade**

Cieľom uskutočneného výskumu je odhaliť komunikačné trendy vo formovaní inštitucionálneho podnikateľského prostredia v cestovnom ruchu v Petrohrade. Výsledkom bolo zistenie, že komunikačné trendy sú dôsledkom multiplikačného efektu cestovného ruchu a zohľadňujú zmeny v inštitucionálnom prostredí cestovného ruchu v rámci nových informačných komunikačných technológií, ako sú online rezervačné služby, turistické informačné centrá atď. Komunikačná časť inštitucionálneho podnikateľského prostredia v cestov-

nom ruchu kombinuje také informačné komunikačné technológie ako automatický informačný systém „Jednotný federálny register cestovných kancelárií“, „Bezpečnosť zaobchádza s informáciami pre turistov“, oficiálna webová stránka Federálnej agentúry cestovného ruchu, online rezervačné systémy atď.

Stabilné komunikačné trendy vo formovaní inštitucionálneho podnikateľského prostredia v cestovnom ruchu v Petrohrade sú: rast počtu informačných turistických centier a mobilných služieb, ktoré uľahčujú prístup k turistickým službám na všetkých úrovniach; rôzne formy spolupráce (blogeri, online udalosti atď.); zlepšenie kvality, rýchlosti a bezpečnosti služieb cestovného ruchu.

Kontakt na autorov | Address — Olga Vasileva, Peter the Great St. Petersburg Polytechnic University, 195251, St. Petersburg, Polytechnic St., 29, Russian Federation
Tamara Tarakanova, Peter the Great St. Petersburg Polytechnic University, 195251, St. Petersburg, Polytechnic St., 29, Russian Federation, e-mail: tarakanovatamara@gmail.com

Recenzované | Reviewed — 24. March 2019 / 29. March 2019

THE EFFECT OF COMPANY GUEST SPEAKERS ON PERCEIVED EMPLOYER ATTRACTIVENESS

Employer branding plays a vital role in attracting and retaining skilled and motivated employees for the organization. Here, a significant amount of companies addresses students as one of their focal target groups when conducting employer branding activities. In this context a wide variety of methods is applied to communicate the employer brand, such as company career websites, social media or job fairs. In Germany, another common method is to send guest speakers to universities and business schools. Here, they have the chance to give a company presentation and to talk about practical aspects of their business as part of lectures or seminars. By doing so, they also try to positively affect the perceived employer attractiveness of business students. Despite the popularity of this method, little research has been conducted on the effectiveness of guest speakers on employer attractiveness. This exploratory study is based on data collected from 416 business students who participated in eight guest lecture sessions. The results show that guest speakers' performance significantly affects perceived employer attractiveness, and that the magnitude of this effect is moderated by the degree of students' company awareness. In addition, it was analyzed to what extent guest speakers' enthusiasm, communication and presentations skills, and expertise affect the overall rating of the guest speakers' performance. It can be shown that enthusiasm has the greatest influence, while expertise has virtually none. Overall, the results contribute to research on the effectiveness of company guest speakers as an employer branding method among the target group of business students. Practical implications are also discussed which can support companies in utilizing their employees or managers as guest speakers more efficiently.

1 Importance of employer branding activities in the early recruiting phase —

Employer branding (EB) has received growing attention in both research and practice (Cable and Turban 2003, Backhaus and Tikoo 2004). Given the increasing shortage of experienced and skilled workers, organizations have intensified their efforts to influence and attract talent (Kriegler 2015). When looking at Germany, labour force shortage is likely to grow in the future due to demographic change (Trost 2011, Weinert 2018). In addition, organizations struggle to attract candidates in the light of changing occupational preferences. As a result, companies are increasingly compet-

ing for qualified personnel (Woodruff 1999, Michaels, Handfiled-Jones and Axelrod 2001). Therefore, they intensify their EB activities, which are not just geared towards attracting experienced professionals and executives anymore. Organizations also show more effort in targeting university graduates. Especially those with a degree in business administration, engineering, IT or related fields (Ginsburg and Goebel 2013). We understand EB methods as those communication activities that are intended to enhance the perceived employer attractiveness among a target group of potential employees. Here, students are one of the main target groups and companies are constantly looking for best ways to address them accordingly (Böttger 2012).

In order to position themselves as attractive employers, the early phase of recruitment seems particularly important. First of all, it determines the pool of applicants from which the company can draw from (DeArmond and Crawford 2011). Secondly, perceived employer attractiveness does not change significantly during further phases of the recruiting process (Turban 2001). That makes it necessary to apply effective and targeted EB methods early on. However, little attention has been paid to this recruiting phase so far (Breaugh 2013). The focus of this study is therefore on this phase. A popular EB method in this context applied by companies in Germany to shape the perceived employer attractiveness is to send guest speakers to universities and business schools. So far little empirical evidence can be found on the effectiveness of this EB method though.

2 Popular employer branding methods — There is a rich research stream on how to address and communicate with potential employees from a company perspective (Thielsch et al. 2012). Traditionally companies have used offline methods, such as face-to-face communication and the distribution of print material to address candidates, especially within the realm of campus recruiting. Today, online instruments (e.g., company webpages, job portals, direct contact via social media etc.) are increasingly used as EB methods to faster and selectively interact with candidates in a cost-efficient manner (Hohaus 2018). Despite the rise of online instruments, there is still a tremendous amount of offline activities conducted. Some authors claim, that the effectiveness of social media instruments is overemphasized. Candidates appreciate the advantages in personal interaction when it comes to getting to know a company. Especially students ask for trustable suggestions and opinions when searching and choosing an employer. Here, the personal contact plays a significant role in building a reliable reputation (Sponheuer 2010, Turban and Dougherty 1992). In Germany, companies are intensively using campus recruitment activities to address potential employees directly, especially by company presentations throughout lectures. The disadvantage of these actions is the resource-intensive expense. However, the chance to personally interact with potential employees and to give a realistic impression about the company and related issues can be seen as one of the most important reasons why companies chose these methods (Krüger 2018). Also Backhaus and Tikoo (2004) stress the importance of perceptual accuracy about the organization when conducting recruitment activities. Unrealistic expectations of recruits can lead to subsequent disappointment at a later stage and effect in reduced job satisfaction and

trust, decreased job performance and, thus, in an increased intention to quit. Therefore, a personal and realistic description about the company and the employment opportunity early-on is key to set the right expectations, to increase trust and to reduce potential role ambiguity (Backhaus and Tikoo 2004, Cable Aiman-Smith and Edwards 2000). In effect, this will reduce unreal expectations and lead to lower employee turnover (Backhaus and Tikoo 2004).

In summary, company presentations and guest lectures play an essential role in effectively recruiting (see also Arachchige and Robertson 2011). Especially students of business-related studies positively evaluate company presentations and guest lectures as an instrument to gather information about companies (Thielsch et al. 2012). Also, research about the future development of recruiting activities shows that those methods, based on personal interaction - like guest lectures and company presentations - will be of significance to foster the employer attractiveness (Lohaus et al. 2018).

3 Employer attractiveness — The above mentioned EB methods have in common that they try to create a positive employer image, which is viewed as attractive by the target group. Employer attractiveness can be defined as „the envisioned benefits that a potential employee sees in a specific organization“ (Berthon, Ewing and Hah 2005, p. 151). In order to be able to examine attractiveness factors, it is necessary to clarify what is perceived by applicants and future employees as a benefit. Although various market research studies exist that try to determine what shapes employer attractiveness (when looking at Germany, the Trendence Institute regularly publishes their so called „Graduate and young professional surveys“ for example Trendence Institute 2018), these studies are quite heterogeneous in terms of target groups, disciplines and regions. Thus, they show very different results, which, at best, provide a first indication of which factors are generally important to employer attractiveness. However, they do not sufficiently indicate which factors are particularly important in the early phase of recruitment. For this purpose, the attractiveness factors must be classified according to their temporal availability. Lohaus, Rietz and Haase (2013) have come up with such a classification. They cluster the different attractiveness factors in four categories:

- | 1. Factual company characteristics are for instance industry, size or location. Such features are mostly publicly known or can be easily researched. Therefore, they are easily available early in the application process. They are often used for personnel marketing purposes and it has been shown that they are relevant for employer attractiveness (Turban and Keon 1993).
- | 2. The public perception of the company is linked with its reputation or image. Such features are, just like the aforementioned, publicly known or can at least be easily researched. Being part of an organization people are aware of, and which has a positive reputation or image can result in a symbolic benefit for the employees (Backhaus and Tikoo 2004).
- | 3. Actual conditions of the employment contract refer to compensation and benefits, working hours, place of work etc. These factors are also actively sha-

ped by companies but such information is not publicly known and can hardly be researched (except, for example, as general information, such as salary levels laid down in collective wage agreements). As such, this information is known by applicants in late stages of the application process.

| 4. A fourth group of characteristics is called lived values, which is linked in particular to the corporate culture, developmental opportunities, career progression or job content. These factors are also used to increase employer attractiveness. They are only very limited publicly available but company representatives (such as guest speakers) can represent these characteristics. In other words, they serve as testimonials.

The employer attractiveness factors of the first two groups are also known as symbolic corporate attributes, while the two others are called instrumental corporate attributes (Highhouse, Thornbury and Little 2007). This study examines how symbolic and instrumental attributes affect employer attractiveness. Specifically, in this context, the awareness of the company (known versus unknown) as a symbolic attribute and the performance of the guest speaker as an instrumental attribute is examined.

4 Theory and hypotheses — In terms of employer choice, reference is frequently made to the person organization fit (P-O fit) approach. P-O fit is the degree of correspondence between individuals and organizations, mostly in terms of values (Leung and Chaturvedi 2011). Subjectively perceived fit has proven to be the most important driver of recruitment outcomes (Ployhart 2006, Highhouse, Thornbury and Little 2007, Uggerslev, Fassina and Kraichy 2012). For example, P-O fit correlates with employer attractiveness and the choice of job offer, performance, job satisfaction, commitment, and turnover (Backhaus 2003, Hoffman and Woehr 2006, Piasentin and Chapman 2006). The P-O fit approach is the theoretical basis for the investigation of instrumental corporate attributes (Piasentin and Chapman 2006, Ployhart 2006), but is barely studied in the context of evaluating employer attractiveness in early stages of the recruitment process (Slaughter and Greguras 2009).

Social identity theory (Tajfel 1978, Tajfel and Turner 1985) can be applied to explore the impact of symbolic corporate attributes (Backhaus 2003, Love and Singh 2011). They can serve as a source of pride and increase an employee's self-esteem as being part of a special social group. Belonging to an in-group can serve as a means of expressing one's own preferences. It makes it possible to stand out in a positive way from relevant other groups (out-groups). Studies show that symbolic attributes such as image and reputation are important predictors of employer attractiveness (Ployhart 2006). Symbolic attributes are considered a distinguishing feature between companies when all other factors (e.g., job content, salary, i.e. instrumental corporate attributes) are more or less the same. Accordingly, they have incremental value (Highhouse, Lievens and Sinar 2003, Ployhart 2006, Highhouse, Thornbury and Little 2007) and are less significant than the instrumental attributes. But there are also indications that instrumental and symbolic attributes are equally important or that symbolic attributes are even more valuable than instrumental ones (Breugh 2013).

The findings are ambiguous and more research is required on this topic (Tsai and Yang 2010).

Accordingly, symbolic as well as factual corporate attributes should have an influence. Their relative influence on employer attractiveness is unclear though. An interaction cannot be derived from theoretical approaches and previous findings. Accordingly, the following hypotheses are derived:

- | Hypothesis 1. Companies (represented by a guest speaker) which are known are considered more attractive as unknown companies.
- | Hypothesis 2. Companies are considered more attractive when a guest speaker's performance is considered positive.

Only a few studies on company guest speakers exist. However, scientific evidence can be found in related disciplines, which can enrich our understanding of what contributes to a successful company guest speaker session. In general, guest speakers are perceived by students as very beneficial as they enrich their education. They provide first-hand knowledge about the company such as the working environment and they give career-specific information (Metrejean, Pittman and Zarzeski 2001). Garretson and Niedrich (2004) found spokescharacters to create positive brand attitudes.

A recent study of Nachtwei (2018) among German students found 21 attributes in sum that had a positive effect on the evaluation of a professor's lecture performance. The four most important ones are „fairness“, „respectfulness“, „reliability“ and „expertise“. The latter was again found to be important in a survey conducted by Chang (2013) besides „likeability“ and „relevance“ for a favourable evaluation of company spokespersons among Taiwanese students. According to Turban and Dougherty (1992) the attribute „interest“ in the candidate, had the strongest influence of a guest speaker on the attraction of students.

In addition, it is acknowledged that logically structured presentations are perceived by the target audience in a more favourable way (Minto 2008). A vast amount of studies in sales and marketing shows that sales people performance is positively influenced by presentation and communication skills (e.g. Drollinger and Comer 2013, Johlke 2006, Boroom et al. 1998). On the basis of the available findings, it cannot be clearly stated which factors have the greatest influence on guest speaker performance. As part of this study, three factors are examined in more detail. Accordingly, the following hypotheses are derived:

- | Hypothesis 3. Perceived company guest speaker enthusiasm has a positive effect on guest speaker performance.
- | Hypothesis 4. Perceived company guest speaker communication and presentation skills have a positive effect on guest speaker performance.
- | Hypothesis 5. Perceived company guest speaker expertise has a positive effect on guest speaker performance.

5 Methods — **5.1 Procedure and sample** — Data were collected end of 2017 and in early 2018 from 416 business students enrolled in an university of applied sciences in Germany. The students participated in eight guest lecture sessions. All stu-

dents were in their last year of their bachelor's degree education. About the same number of female and male students participated (female = 205; male = 202). The mean age of the respondents was approximately 22 years (mean = 22.39; SD = 2.44). Participation was done on a voluntary basis. Data were collected anonymously and via a paper-pencil questionnaire which was distributed to the participants and filled out directly after each guest lecture session. To alleviate possible priming effects the students were only told that they participated in a research project on EB.

5.2 Dependent and independent variables — The dependent variable employer attractiveness was measured via a six-point likert scale (1 = very low to 6 = very high) on the basis of five items. The items were taken from the study of Turban and Keon (1993) and translated into German. An example of an item was „I would very much like to work for this organization“. Reliability estimates yielded a Cronbachs α of .89. Awareness of the company represented by the guest speaker served as an independent variable. It was measured with one item „Have you already heard of the company before the guest lecture?“ (yes versus no). The guest speaker performance served as another independent variable, which was measured by the item „How would you overall rate the guest lecture session?“ (1 = very bad to 6 = very good). To perform a two-factorial analysis of variance though the variable was transformed to an ordinal scale (ratings 1 and 2 = bad, rating 3 and 4 = neither good, nor bad, ratings 5 and 6 = good). In addition, it was analyzed to what extent guest speakers' enthusiasm, communication and presentations skills, and expertise affect the overall rating of the guest speakers' performance. Each factor was measured by three items. Examples of items are „The guest speaker shows authentic emotions to inspire others“ or „The guest speaker shows comprehensive presentation techniques“. The internal consistency of the enthusiasm ($\alpha = .84$), communication and presentations skills ($\alpha = .81$), and expertise ($\alpha = .61$) scales was satisfactory.

5.3 Results — The descriptive statistics of the two-factorial analysis of variance are shown in table 1. The results could not confirm hypothesis 1, according to which known companies are judged to be more attractive than unknown companies ($F(1, 410) = 0.98, p = .322, \eta^2 = .002$). Hypothesis 2 could be confirmed though ($F(2, 410) = 116.52, p = .000, \eta^2 = .362$). Companies are considered to be more attractive when a guest speaker's performance is considered positive. The interaction between both independent variables is also significant ($F(2, 410) = 6.62, p = .000, \eta^2 = .031$). The interaction is shown in figure 1. Positively perceived guest lecture performance by representatives of well-known companies show a stronger impact on perceived employer attractiveness compared to positively perceived guest lectures by representatives of unknown companies. However, it turns out that negatively perceived guest lectures by representatives of unknown companies show a not so marked decline in perceived attractiveness compared to negatively perceived guest lectures by representatives of well-known companies.

Dependent variable: company attractiveness				
guest speaker performance	company awareness	Mean	SD	N
good	known	4.40	1.08	81
	unknown	4.04	1.18	67
	total	4.24	1.14	148
neither good nor bad	known	2.99	0.93	89
	unknown	3.09	1.03	69
	total	3.02	0.97	158
bad	known	2.15	0.78	52
	unknown	2.69	0.65	58
	total	2.43	0.76	110
total	known	3.30	1.30	222
	unknown	3.29	1.14	194
	total	3.30	1.23	416

TABLE 1: DESCRIPTIVE STATISTICS OF TWO-FACTORIAL ANALYSIS OF VARIANCE; SOURCE: AUTHORS

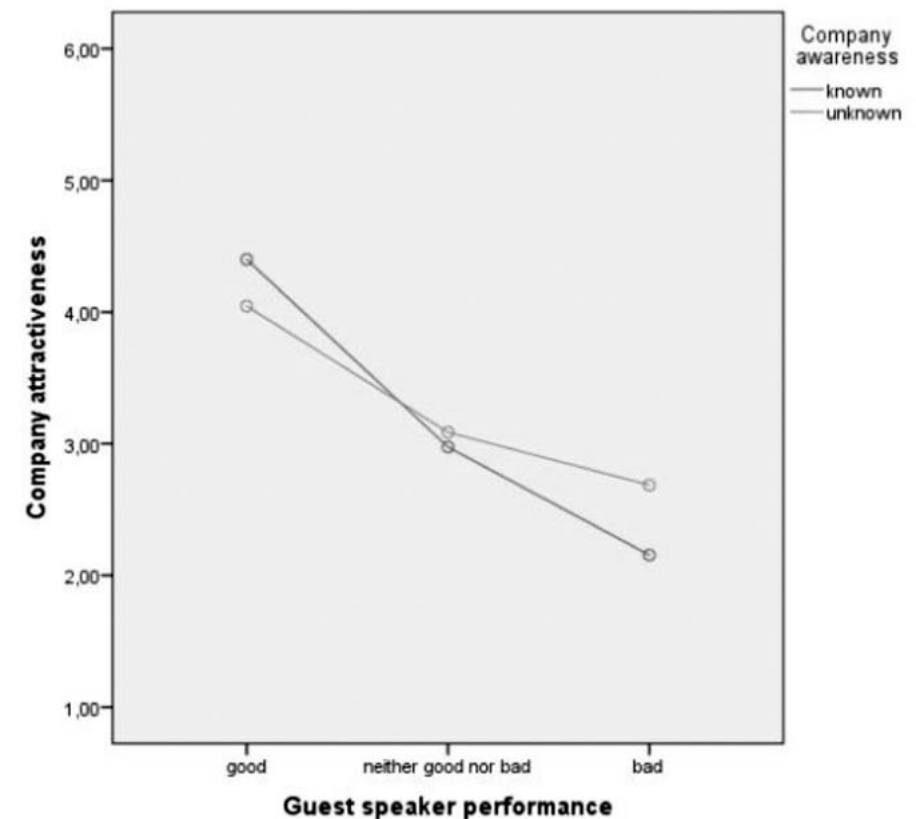


FIGURE 1: EFFECT OF GUEST SPEAKER PERFORMANCE AND COMPANY AWARENESS ON PERCEIVED COMPANY ATTRACTIVENESS; SOURCE: AUTHORS

To test hypotheses 3, a multiple linear regression was carried out to investigate whether guest speakers' enthusiasm, communication and presentations skills, and expertise could significantly predict guest speakers' perceived performance. The descriptive statistics are shown in table 2. The regression indicated that the model explained 44.7% of the variance and that the model was a significant predictor of guest speaker perceived performance, $F(3,412) = 111.225$, $p = .000$. While enthusiasm ($B = .463$, $p = .000$) and communication and presentation skills ($B = .312$, $p = .002$) contributed significantly to the model, expertise did not ($B = .086$, $p = .351$). Accordingly, hypotheses 3 and 4 could be confirmed, while hypothesis 5 could not be.

	Mean	SD	N
guest speaker performance	3.30	1.23	416
enthusiasm	3.25	1.01	416
communication and presentation skills	3.68	0.95	416
expertise	4.28	1.11	416

TABLE 2: DESCRIPTIVE STATISTICS OF PERCEIVED ENTHUSIASM, COMMUNICATION AND PRESENTATION SKILLS, AS WELL AS EXPERTISE ON GUEST SPEAKERS' PERFORMANCE.; SOURCE: AUTHORS

6 Discussion — In the described study, the effect of the EB instrument „company guest speaker“ on perceived employer attractiveness in the early phase of recruitment was examined. The impact of company guest speakers at this stage of the recruitment phase on perceived employer attractiveness has not been the focus of research so far. However, it is of particular importance as it determines whether or not job seekers apply to a company, and therefore determines the pool of candidates from which a company can draw from.

Compared to the majority of previous research, this study is unique to the extent that it examined the effect of both instrumental as well as symbolic corporate attributes on employer attractiveness. As discussed before, previous research on the relative impact of symbolic versus instrumental corporate attributes on employer attractiveness is inconsistent. As such, further studies are needed.

Symbolic company characteristics, which are available publicly and early in the application process, were expected to affect perceived employer attractiveness. Symbolic corporate attributes are for example company size, industry, location or reputation. The latter was examined more closely in this study as a symbolic feature. Previous research indicates that company reputation is an important factor in attracting qualified personnel (Turban 2001, Brooks et al. 2003). The results of this study, however, show no significant influence of corporate reputation on perceived employer attractiveness.

Instrumental corporate attributes such as compensation and benefits, personnel development opportunities or corporate culture usually become visible in later stages of the application process, some even after a person has signed the employment contract and joined the organization. Company guest speakers though serve as representatives of their organization and its values. As such, they represent soft in-

strumental corporate attributes. The results of this study show that guest speakers' performance significantly impacts perceived employer attractiveness. The effect of company guest speakers ($\eta^2 = .362$) is also far greater than that of company awareness ($\eta^2 = .002$). This finding confirms the results of Highhouse et al. (2007), Lievens and Highhouse (2003) and Ployhart (2006) according to which instrumental corporate attributes exert a stronger influence on employer attractiveness than symbolic ones. In addition, a significant interaction between company awareness and guest speaker performance was found. This shows that both factors in combination influence employer attractiveness.

When it comes to the factors that contribute the most to guest speaker performance it was found that perceived enthusiasm has the greatest effect, while guest speakers' expertise has virtually none. Given the relatively little empirical evidence when it comes to the factors that make up for a well perceived guest speaker session, additional research seems necessary. In particular, Weilbaker and Merritt (1992) showed that campus recruiter were perceived very differently by men and female students. For female students „interest“ and „friendliness“ were more important than for male students. The study revealed as well significant differences between other sub-groups based on students' work experience and career orientation.

An important limitation of the study is that it was done exclusively with business students. Accordingly, the effects on students of other subject groups should be reviewed. In addition, studies show that students - at least in Germany - prefer to work for private companies rather than for other organizations, for instance from the public sector (Trendence Institut 2018). Subsequent studies should therefore investigate the extent to which the type of organization the guest speaker represents has an influence on the perceived employer attractiveness.

Further research should also examine the extent to which the results presented here can be transferred to other countries and cultures. Using company guest speakers for EB or recruiting is not a phenomenon limited to Germany. Especially in the US, this method has been used for years (Weilbaker and Merritt 1992, Metrejean, Pittman and Zarzeski 2002). Nevertheless, systematic comparative studies on EB methods in general and the use of company guest speakers in particular are lacking.

Coming to the practical implications of this study, it can first be stated that company guest speakers can be a successful EB method to increase employer attractiveness among the target group of business students. This applies to both known and unknown companies. Particular importance seems to be attached to the choice of the guest speakers. How they are perceived by the students significantly influences their rating of employer attractiveness. In particular, guest speakers seem well-suited who show a lot of enthusiasm and have comprehensive communication and presentation skills. Therefore, companies seem well advised to pay more attention to selecting the right company representatives as guest speakers. Soft aspects like the aforementioned seem to be much more important than hard technical competence.

Literatúra | List of References — [1] Arachchige, B. J. H. and Robertson, A., 2011. Business student perceptions of a preferred employer: A study identifying determinants of employer branding. In: *Journal of Brand Management*. 2011, 8(3), pp. 25-46. ISSN 1350-231X. | [2] Backhaus, K. and Surinder, T., 2004. Conceptualizing and researching employer branding. In: *Career Development International*. 2004, 9(4-5), pp. 501-17. ISSN 1362-0436. | [3] Backhaus, K., 2003. Importance of person-organization fit to job seekers. In: *Career Development International*. 2003, 8(1), pp. 21-6. ISSN 1362-0436. | [4] Berton, P., Ewing, M. and Hah, L. L., 2005. Captivating company: Dimensions of attractiveness in employer branding. In: *International Journal of Advertising*. 2005, 24(2), pp. 151-72. ISSN 0265-0487. | [5] Böttger, E., 2012. Employer branding – Verhaltenstheoretische Analysen als Grundlage für die identitätsorientierte Führung von Arbeitgebermarken. Wiesbaden: Gabler, 2012. ISBN 9783834932020. | [6] Boorom, M. L., Goolsby, R. J. and Ramsey, P. R., 1998. Relational communication traits and their effect on adaptiveness and sales performance. In: *Journal of the Academy of Marketing Science*. 1998, 26(1), pp. 16-30. ISSN 0092-0703. | [7] Breugh, J. A., 2013. Employee recruitment. In: *Annual Review of Psychology*. 2013, 64(1), pp. 389-416. ISSN 0066-4308. | [8] Brooks, M. E., Highhouse, S., Russell, S. S. and Mohr, C. D., 2003. Familiarity, ambivalence, and firm reputation: Is corporate fame a double-edged sword? In: *Journal of Applied Psychology*. 2003, 88(5), pp. 904-14. ISSN 0021-9010. | [9] Cable, D. M., Aiman-Smith, L., Mulvey, W. P. and Edwards, R. J., 2000. The sources and accuracy of job applicant's beliefs about organizational culture. In: *Academy of Management Journal*. 2000, 43(6), pp. 1076-85. ISSN 0001-4273. | [10] Cable, D. M. and Turban, B. D., 2003. The value of organizational reputation in the recruitment context: A brand-equity perspective. In: *Journal of Applied Social Psychology*. 2003, 33(11), pp. 2244-66. ISSN 1559-1816. | [11] Chang, E., 2014. Influences of the spokes-character on brand equity antecedents. In: *Asia Pacific Journal of Marketing and Logistics*. 2014, 26(3), pp. 494-515. ISSN 1355-5855. | [12] DeArmond, S. and Crawford, C. E., 2011. Organization personality perceptions and attraction: The role of social identity consciousness. In: *International Journal of Selection and Assessment*. 2011, 19(4), pp. 405-14. ISSN 1468-2389. | [13] Drollinger, T. and Comer, B., L., 2013. Salesperson's listening ability as an antecedent to relationship selling. In: *Journal of Business & Industrial Marketing*. 2013, 28(1), pp. 50-9. ISSN 0885-8624. | [14] Ginsburg, J. and Goebel, J., 2013. Neues Deutschland. In: *Wirtschafts Woche*. 2013, 46, pp. 28-34. ISSN 0042-8582. | [15] Highhouse, S., Lievens, F. and Sinar, F. E., 2003. Measuring attraction to organizations. In: *Educational and Psychological Measurement*. 2003, 63(6), pp. 986-1001. ISSN 0013-1644. | [16] Highhouse, S., Thornbury, E. E. and Little, S. I., 2007. Social identity functions of attraction to organizations. In: *Organizational Behavior and Human Decision Processes*. 2007, 103(1), pp. 134-46. ISSN 0749-5978. | [17] Hoffman, B. J. and Woehr, J. D., 2006. A quantitative review of the relationship between person-organization fit and behavioral outcomes. In: *Journal of Vocational Behavior*. 2006, 68(3), pp. 389-99. ISSN 0001-8791. | [18] Hohaus, A., 2018. Point of Contact im Hochschulmarketing – Kennen Unternehmen die Informationskanäle ihrer Zielgruppe? 2018. [online]. [cit. 2018-12-28]. Available at: <<http://www.personal-blogger.net/2017/07/13/point-of-contact-im-hochschulmarketing-kennenunternehmen-die-informationskanale-ihrerzielgruppe/>> | [19] Johlke, M. C., 2006. Sales presentation skills and salesperson job performance. In: *Journal of Business & Industrial Marketing*. 2006, 21(4/5), pp. 311-19. ISSN 0885-8624. | [20] Kriegler, W. R., 2015. *Praxisbuch Employer Branding*. Freiburg: Haufe, 2015. ISBN 978-3648054994. | [21] Krüger, K., 2018. Herausforderung Fachkräftemangel: Erfahrungen, Diagnosen und Vorschläge für die effektive Personalrekrutierung. Wiesbaden: Springer Gabler, 2018. ISBN 978-3-658-20420-4. | [22] Leung, A. and Chaturvedi, S., 2011. Linking the fits, fitting the links: Connecting different types of PO fit to attitudinal outcomes. In: *Journal of Vocational Behavior*. 2011, 79(2), pp. 391-402. ISSN 0001-8791. | [23] Lievens, F. and Highhouse, S., 2003. The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. In: *Personnel Psychology*. 2003, 56(1), pp. 75-102. ISSN 1744-6570. | [24] Lohaus, D., Bronner, U., Müller, P., Baumann, A. and Wallemann, A., 2018. Externes Personalmarketing 2030 in Deutschland – Eine Delphi-Studie. Darmstadt: Darmstädter Institut für Wirtschaftspsychologie der Hochschule Darmstadt, 2018. ISBN 978-3-96187-004-2. | [25] Lohaus, D., Rietz, C. and Haase, S., 2013. Talente sind wählerisch – Was Arbeitgeber attraktiv macht. In: *Wirtschaftspsychologie aktuell*. 2013, 20(3), pp. 12-5. ISSN 1611-9207. | [26] Love, L. F. and Singh, P., 2011. Workplace branding: Leveraging human resources management practices for competitive advantage through „Best Employer“ surveys. In: *Journal of*

Business and Psychology. 2011, 26(2), pp. 175-81. ISSN 0889-3268. | [27] Michaels, Ed, Handfield-Jones, H. and Axelrod, B., 2001. *The war for talent*. Boston: Harvard Business School Press, 2001. ISBN 978-1578514595. | [28] Metrejean, C., Pittman, J. and Zarzeski, T. M., 2002. Guest speakers: reflections on the role of accountants in the classroom. In: *Accounting Education*. 2002, 11(4), pp. 347-64. ISSN 0748-5751. | [29] Minto, B., 2008. *The pyramid principle: Logic in writing and thinking*. Harlow: Prentice Hall, 2008. ISBN 978-0273710516. | [30] Nachtwei, J., 2018. Was Studierende von Professoren erwarten: Ergebnisse einer empirischen Studie. In: *Forschung & Lehre*. 2018, 18(10), pp. 878-79. ISSN 0945-5604. | [31] Piasentin, K. A. and Chapman, S. D., 2006. Subjective person-organization fit: Bridging the gap between conceptualization and measurement. In: *Journal of Vocational Behavior*. 2006, 69(2), pp. 202-21. ISSN 0001-8791. | [32] Ployhart, R. E., 2006. Staffing in the 21st Century: New challenges and strategic opportunities. In: *Journal of Management*. 2006, 32(6), pp. 868-97. ISSN 0149-2063. | [33] Slaughter, J. E. and Greguras, J., G., 2009. Initial attraction to organizations: The influence of trait inferences. In: *International Journal of Selection and Assessment*. 2009, 17(1), pp. 1-18. ISSN 1468-2389. | [34] Sponheuer, B., 2010. *Employer Branding als Bestandteil einer ganzheitlichen Markenführung*. Wiesbaden: Gabler, 2010. ISBN 978-3-8349-8483-8. | [35] Tajfel, H. and Turner, C. J., 1986. *The social identity theory of intergroup behaviour*. In: Worchel, S. and Austin, W. G., (Eds.), 1986. *Psychology of Intergroup Relations*. Chicago: Nelson-Hall Publishers, 1986, pp. 7-24. ISBN 978-0830410750. | [36] Tajfel, H., 1978. *Differentiation between social groups*. London: Academic Press, 1978. ISBN 978-0126825503. | [37] Thielsch, M. T. et al., 2012. Personalmarketing aus Bewerbersicht: Nutzung und Bewertung. In: *Journal of Business and Media Psychology*. 2012, 3(2), pp. 1-12. ISSN 2191-5814. | [38] Trendence Institut, 2018. *Trendence young professional barometer, 2018*. [online]. [cit. 2019-01-03]. Available at: <<https://www.trendence.com/arbeitsberrankings/young-professionals.html>> | [39] Trost, A., 2011. *Talent relationship management*. Berlin and Heidelberg: Springer, 2011. ISBN 978-3-642-17077-5. | [40] Tsai, W. C. and Yang, F. W. I., 2010. Does image matter to different job applicants? The influences of corporate image and applicant individual differences on organizational attractiveness. In: *International Journal of Selection and Assessment*. 2010, 18(1), pp. 48-63. ISSN 1468-2389. | [41] Turban, D. B. and Dougherty, W. T., 1992. Influences of campus recruiting on applicant attraction to firms. In: *Academy of Management Journal*. 1992, 35(4), pp. 739-65. ISSN 0001-4273. | [42] Turban, D. B. and Keon, L. T., 1993. Organizational attractiveness: An interactionist perspective. In: *Journal of Applied Psychology*. 1993, 78(2), pp. 184-95. ISSN 0021-9010. | [43] Turban, D. B., 2001. Organizational attractiveness as an employer on college campuses: An examination of the applicant population. In: *Journal of Vocational Behavior*. 2001, 58(2), pp. 293-312. ISSN 0001-8791. | [44] Uggerslev, K. L., Fassina, E. N. and Kraichy, D., 2012. Recruiting through the stages: A metaanalytic test of predictors of applicant attraction at different stages of the recruiting process. In: *Personnel Psychology*. 2012, 65(3), pp. 597-660. ISSN 0031-5826. | [45] Weinert, S., 2018. *Das High Potential Management*. Wiesbaden: Springer Gabler, 2018. ISBN 978-3-658-19976-0. | [46] Weilbaker, D. C. and Merritt, J. N., 1992. Attracting graduates to sales positions: the role of recruiter knowledge. In: *Journal of Personal Selling & Sales Management*. 1992, 7(4), pp. 49-58. ISSN 0885-3134. | [47] Woodruffe, C., 1999. *Winning the talent war*. New York: Wiley, 1999. ISBN 978-0471987536.

Klíčové slová | Key Words — employer attractiveness, guest speaker, employer brand | *atraktivnosť zamestnávateľa, hosťujúci prednášajúci, značka zamestnávateľa*

JEL klasifikácia | JEL Classification — M31, M51

Résumé — **Vplyv hosťujúcich prednášajúcich spoločností na vnímanú atraktivnosť zamestnávateľa**

Značka zamestnávateľa zohráva zásadnú úlohu pri získavaní a udržaní kvalifikovaných a motivovaných zamestnancov organizácie. Tu značné množstvo spoločností oslovuje študentov ako jednu zo svojich ústredných cieľových skupín pri vykonávaní aktivít súvisiacich so značkou zamestnávateľa. V tejto súvislosti sa na komunikáciu značky zamestnávateľa používa široká škála metód, ako sú webové stránky spoločnosti v oblasti kariéry, sociálne médiá alebo veľtrhy práce. V Nemecku je ďalšou bežnou metódou vysielanie hosťujúcich

prednášajúcich na univerzity a obchodné školy. Tu majú možnosť v rámci prednášok alebo seminárov prezentovať spoločnosť a hovoriť o praktických aspektoch svojho podnikania. Tým sa tiež snaží pozitívne ovplyvniť vnímanú atraktivitu zamestnávateľa u študentov obchodu. Napriek popularite tejto metódy sa uskutočnil malý prieskum účinnosti hosťujúcich prednášajúcich na príťažlivosť zamestnávateľa. Táto prieskumná štúdia vychádza z údajov získaných od 416 študentov obchodu, ktorí sa zúčastnili ôsmich hosťujúcich prednáškových relácií. Výsledky ukazujú, že výkon hosťujúcich prednášajúcich významne ovplyvňuje vnímanú príťažlivosť zamestnávateľa a že rozsah tohto účinku je zmiernený stupňom informovanosti študentov o spoločnosti. Okrem toho sa analyzovalo, do akej miery ovplyvňujú nadšenie hosťujúcich prednášajúcich, komunikačné a prezentačné zručnosti, komunikačné a prezentačné schopnosti a odborné znalosti celkové hodnotenie výkonu hosťujúcich prednášajúcich. Je možné preukázať, že nadšenie má najväčší vplyv, zatiaľ čo odbornosť nemá takmer žiadny. Celkovo výsledky prispievajú k výskumu efektívnosti hosťujúcich prednášajúcich spoločnosti ako metódy budovania značky zamestnávateľa u cieľovej skupiny študentov obchodu. Diskutuje sa aj o praktických dôsledkoch, ktoré môžu podporiť spoločnosti pri efektívnejšom využívaní svojich zamestnancov alebo manažérov ako hosťujúcich prednášajúcich.

Kontakt na autorov | Address — Prof. Dr. Stephan Weinert, University of Applied Sciences Ludwigshafen, Department of Marketing and Personnel Management, Ernst-Boehe-Straße 4, 67059 Ludwigshafen, Germany, e-mail: stephan.weinert@hwg-lu.de

Prof. Dr. Elmar Günther, University of Applied Sciences Ludwigshafen, Department of Marketing and Personnel Management, Ernst-Boehe-Straße 4, 67059 Ludwigshafen, Germany, e-mail: elmar.guenther@hwg-lu.de

Prof. Dr. Edith Rüger-Muck, University of Applied Sciences Ludwigshafen, Department of Marketing and Personnel Management, Ernst-Boehe-Straße 4, 67059 Ludwigshafen, Germany, e-mail: edith.rueger-muck@hwg-lu.de

Prof. Dr. Gerhard Raab, University of Applied Sciences Ludwigshafen, Department of Marketing and Personnel Management, Ernst-Boehe-Straße 4, 67059 Ludwigshafen, Germany, e-mail: gerhard.raab@hwg-lu.de

Recenzované | Reviewed — 8. March 2019 / 20. March 2019

CRM V TELEKOMUNIKAČNEJ FIRME. ČASŤ I.

Nástup nových technológií a technologických trendov spôsobil, že veľká väčšina telekomunikačných firiem musela zobrať do úvahy neustále klesajúci trend vývoja výnosov a počet zákazníkov. Kľúčom k úspechu sa stala zmena prístupu k samotným zákazníkom prostredníctvom riadenia vzťahov so zákazníkmi. Cieľom práce bolo identifikovať zmenu v postojoch zákazníkov v dôsledku implementácie CRM systému do firmy v roku 2014 a následne po implementácii v roku 2018 v závislosti od pohlavia respondentov. Z výsledkov výskumu vyplýva, že v skúmanej telekomunikačnej firme došlo k nárastu pozitívnej zmeny vo vnímaní zavedenia systému CRM. Na uvedenú zmenu malo vplyv pohlavie respondentov.

1 Úvod — Dnešný zákazník chce, aby ho firmy dokonale poznali a vedeli, po čom túži (Musová 2015). Ideálne ešte skôr, než to sám zistí (Novotný 2015). Ak chce firma uspieť, musí svojich zákazníkov poznať. Jedným z prostriedkov, ktorý to umožňuje je riadenie vzťahov so zákazníkom (CRM). Odborná literatúra poskytuje rôzne prístupy k definovaniu CRM (Elfarmawi 2019, Hung et al. 2019, Müller et al. 2018, Benda-Prokeinova et al. 2017, Haislip, Richardson 2017, Barta, Keller 2016, Weerd et al. 2016, Solarová 2015). Podľa Bártu et al. (2009) CRM predstavuje proaktívne riadenie vzťahov s jednotlivými zákazníkmi vo všetkých bodoch vzájomného kontaktu. Ide o riadenie činností vo vnútri firmy a spôsoby komunikácie voči zákazníkom tak, aby ich komplexnosť v konečnom dôsledku zaistila dlhodobú spokojnosť zákazníka, ktorá povedie k opakovanej kúpe tovarov alebo služieb, prípadne k posilneniu mena firmy (Ryals, Know 2001). Goldenberg (2008) rozširuje vymedzenie CRM a definuje ho ako prístup firmy integrujúci ľudí, procesy a technológie smerom k maximalizácii vzťahov so zákazníkmi alebo ako systém na poskytovanie čo najužšej koordinácie so zákazníkmi. Podľa Basla a Blažíčka (2012) ide o komplex technológií (aplikačného a základného softvéru, technických prostriedkov), podnikových procesov a personálnych zdrojov určených pre riadenie a priebežné zaistovanie vzťahov so zákazníkmi firmy, a to v oblastiach podpory obchodných činností ako napríklad predaja, marketingu a podpory zákazníka i zákazníckych služieb. San-Martín et al. (2016) prinášajú iný pohľad a hovoria o maximalizovaní hodnoty vzťahu firmy so zákazníkom prostredníctvom systematického procesu riadenia počiatočného, udržiavacieho a koncového vzťahu so zákazníkom. Pri definovaní CRM sa Kostojohn et al. (2011) odvolávajú na stratégiu, ktorá je zameraná na rozvoj a udržanie maximálnej hodnoty zo vzťahov so zákazníkmi.

Cieľom každej firmy je vytvárať dlhodobé vzťahy so svojimi zákazníkmi. Týka sa to aj telekomunikačných firiem, ktoré pôsobia na telekomunikačnom trhu. Ten je charakterizovaný ako veľmi špecifický, pretože väčšina najväčších telekomunikačných operátorov vznikla z bývalých monopolných štátnych spoločností, ktoré prešli privatizačným procesom. Okrem spoločností, ktoré pôsobia na telekomunikačnom trhu, má výrazný vplyv na fungovanie celého trhu aj regulácia. Lokálne regulačné úrady spolu s pravidlami Európskej únie vytvárajú prostredie a podmienky, ktoré vo výraznej miere ovplyvňujú správanie operátorov. Uvedené podmienky významne prispeli k tomu, že sa telekomunikační operátori začali konsolidovať a meniť svoj prístup k zákazníkovi. Firmy zjednodušovali existujúce produktové portfólia a začali vytvárať nové produktové rady. Zmeny nastali aj v prístupe k samotným zákazníkom, napríklad vytváraním a hľadaním nových segmentov a používaním marketingových techník, ktoré nabrali na vážnosti.

Kľúčom k úspechu sa stáva získavanie, analyzovanie, zhodnotenie a použitie potrebných informácií a následne ich transformovanie na dôležité znalosti o potrebách zákazníkov, ich správaní a postojoch, ktoré tvoria podklad pre tvorbu produktov a ponuku služieb prinášajúcich vyššiu hodnotu (Garrido-Moreno a kol. 2014, Gubíniová 2009). Takéto riadenie CRM vytvára kvalitnejšie podmienky k poznaniu kľúčových zákazníkov a k pochopeniu ich potrieb.

Cieľom práce je identifikovať zmenu v postojoch zákazníkov v dôsledku implementácie CRM systému do firmy v roku 2014 a následne po implementácii v roku 2018 v závislosti od pohlavia respondentov.

2 Metodika — Výskum sa uskutočnil v rokoch 2014 a 2018 formou dotazníkov. Cieľovú skupinu tvorilo 2 220 000 zákazníkov telekomunikačnej firmy v roku 2014 a 2 369 000 zákazníkov v roku 2018. Pre výpočet minimálneho rozsahu výberového súboru (n) bol použitý matematický vzťah, ktorý vyjadruje n ako funkciu požadovanej spoľahlivosti a presnosti pri určitej variabilite skúmaného znaku v základnom súbore (Scheer, Sedmák 2007):

$$n = \frac{z_{\alpha/2}^2 \cdot \delta_x^2}{\Delta_{\bar{x}}^2}$$

kde:

n – rozsah výberového súboru,

$z_{\alpha/2}$ – hodnota normovanej náhodnej veličiny ($z_{1,96}$ pre $\alpha = 0,05$),

$\Delta_{\bar{x}}$ – požadovaná presnosť,

δ_x^2 – odhad smerodajnej odchýlky.

Výskumnú vzorku tvorilo celkovo 3282 respondentov, čím bolo uvedené kritérium splnené. Výber respondentov bol zabezpečený cieľným výberom tak, aby bolo možné získať porovnateľné súbory z hľadiska ich zloženia a štruktúry (kvótna metóda výberu). Pri realizácii kvótného výberu bolo potrebné určiť kontrolné znaky, ktoré sú ľahko zistiteľné u dopytovaných, v našom výskume to bolo pohlavie (Scheer, Sedmák 2007).

K zisteniu postojov zákazníkov bola použitá metóda dopytovania. Dotazník pozostával z uzavretých otázok. Prvá časť dotazníka analyzovala socio-demografické charakteristiky respondentov. Druhá časť dotazníka bola zameraná na získanie postojov zákazníkov v oblasti produktov, procesov a integrácie firmy. Odpovede mali charakter jednoduchého výberu. Respondenti mohli každej otázke priradiť jeden zo štyroch stupňov miery súhlasu podľa Likertovej škály nasledovne: 4 = určite áno, 3 = áno, 2 = existuje možnosť zlepšenia, 1 = nie. Možnosť neutrálneho postoja bola vylúčená, čo však nemá dopad na výsledky výskumu.

Výskumu sa v roku 2014 zúčastnilo 1633 respondentov a v roku 2018 participovalo na výskume 1649 respondentov v zložení podľa Tabuľky 1.

Ukazovateľ		2014		2018	
		Počet	%	Počet	%
Pohlavie	Muži	1108	67,93	863	52,33
	Ženy	525	32,07	786	47,67
Spolu		1633	100,00	1649	100,00

TABUĽKA 1: ZLOŽENIE VÝSKUMNEJ VZORKY; ZDROJ: VLASTNÉ SPRACOVANIE

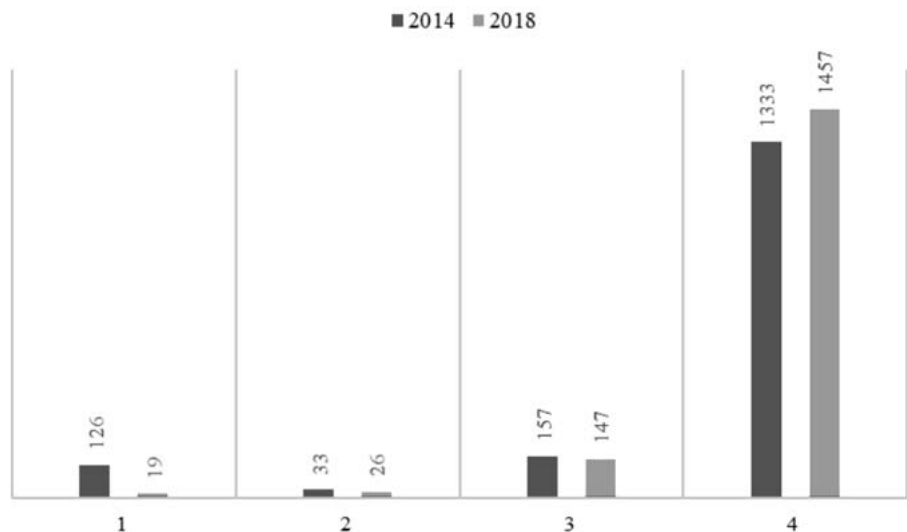
Získané údaje boli spracované pomocou programu STATISTICA 12. Na hladine významnosti $\alpha = 0,05$ boli prostredníctvom analýzy variancie (ANOVA) overované hypotézy:

- | 1. H1 – Predpokladáme, že z hľadiska času dôjde k pozitívnej zmene vo vnímaní zavedenia systému CRM.
- | 2. H2 – Predpokladáme, že z hľadiska pohlavia nebudú rozdiely vo vnímaní zavedenia systému CRM.

3 Výsledky práce a diskusia — V rámci výskumu, ktorý sa realizoval v rokoch 2014 a 2018, sa skúmali postoje zákazníkov na CRM systém v čase jeho implementácie (v roku 2014) a následne po jeho implementovaní (v roku 2018). Predmetom skúmania boli poskytované produkty, podnikové procesy a integrácia firmy. Analýzy sa realizovali s dôrazom na vnímanie jednotlivých oblastí z hľadiska pohlavia respondentov.

3.1 Implementácia CRM systému s orientáciou na produkty — Pri skúmaní CRM systému z hľadiska produktov bolo predmetom skúmania celkovo 5 oblastí. Išlo o spokojnosť s kvalitou poskytovaných produktov firmy, odporúčenie produktov firmy, primeranosť ceny produktov, inovatívnosť firmy a dôležitosť internetu ako nevyhnutnej súčasť života zákazníkov.

V prvej skúmanej oblasti, ktorou bola spokojnosť s kvalitou poskytovaných produktov firmy, môžeme na základe výsledkov prezentovaných na Grafe 1 konštatovať kvantitatívny nárast pozitívnych odpovedí a pokles ostatných odpovedí. Uvedeným zistením potvrdzujeme hypotézu H1.



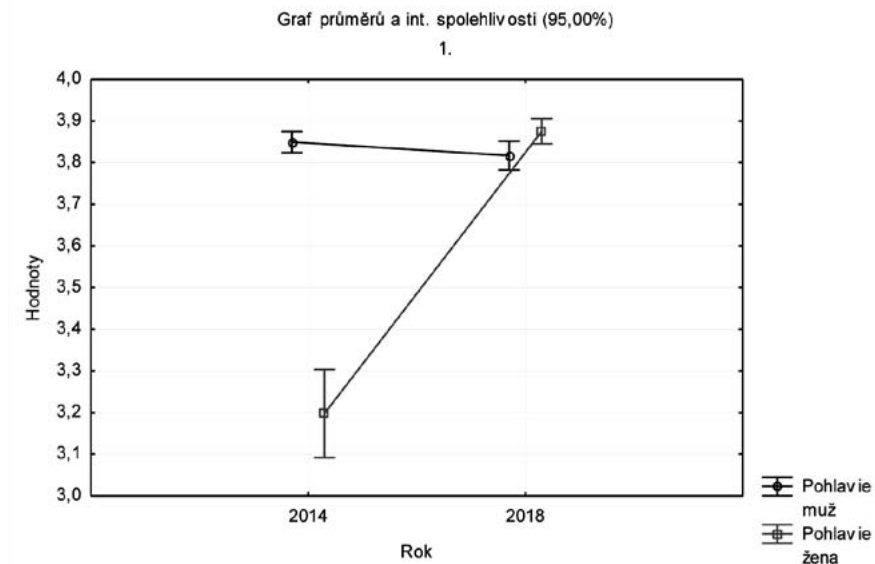
GRAF 1: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV V OBLASTI SPOKOJNOSTI S KVALITOU POSKYTOVANÝCH PRODUKTOV FIRMY (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

V ďalšom kroku sme overovali existenciu štatisticky významných rozdielov z hľadiska pohlavia a času. Výsledky prezentuje Tabuľka 2 a Graf 2. Na základe dosiahnutých výsledkov môžeme konštatovať štatisticky významné rozdiely medzi odpoveďami žien a mužov v roku 2014, medzi ženami v roku 2014 a v roku 2018, medzi ženami v roku 2014 a mužmi v roku 2018. Uvedenými zisteniami hypotézu H2 zamietame.

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,8493	3,1978	3,8169	3,8753
muž 2014		0,000008	0,700821	0,831770
žena 2014	0,000008		0,000008	0,000008
muž 2018	0,700821	0,000008		0,274536
žena 2018	0,831770	0,000008	0,274536	

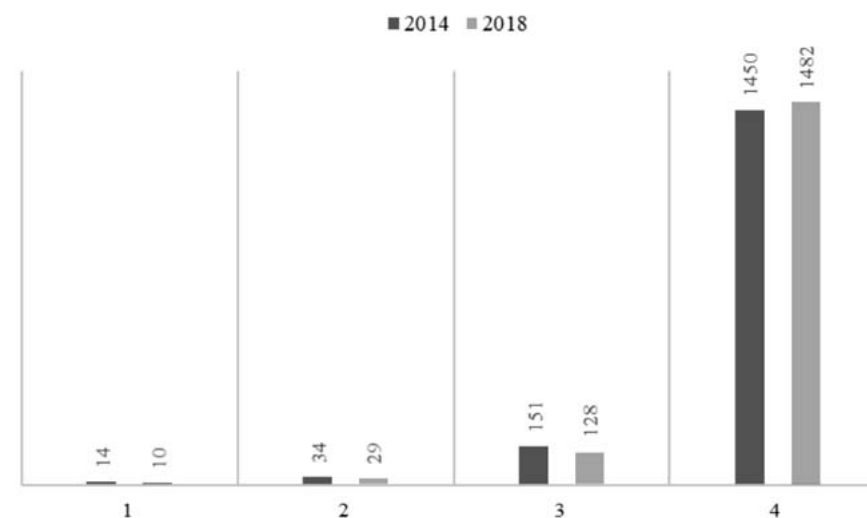
POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 2: SPOKOJNOSŤ S KVALITOU POSKYTOVANÝCH PRODUKTOV FIRMY Z HĽADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE



GRAF 2: BOX PLOT – SPOKOJNOSŤ S KVALITOU POSKYTOVANÝCH PRODUKTOV FIRMY Z HĽADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf 3 prezentuje absolútnu početnosť odpovedí respondentov v oblasti odporúčania produktov firmy. Konštatujeme kvantitatívny nárast pozitívnych odpovedí a pokles ostatných odpovedí, čím potvrdzujeme hypotézu H1.



GRAF 3: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ V OBLASTI ODPORUČENÍ PRODUKTOV FIRMY (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

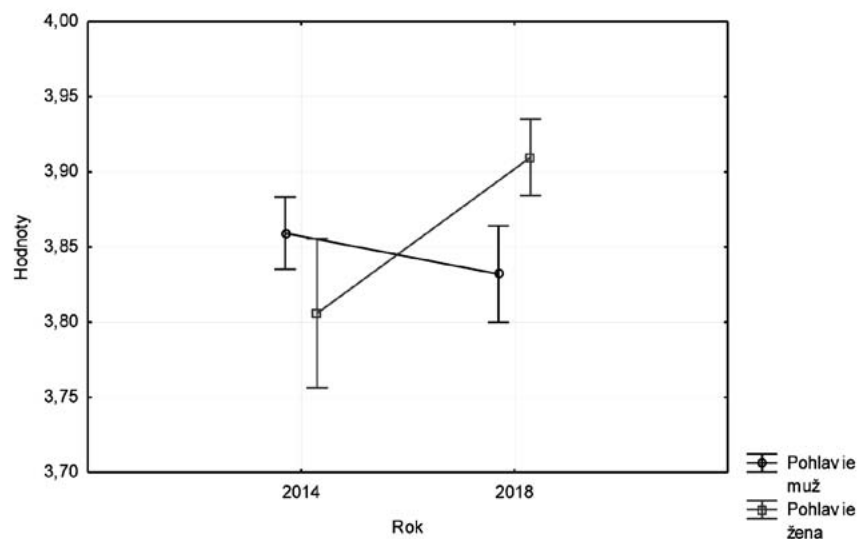
Tabuľka 3 ukazuje rozdiely v odpovediach respondentov podľa pohlavia a v čase. Môžeme konštatovať štatisticky významné rozdiely medzi odpoveďami medzi ženami v roku 2014 a v roku 2018, medzi ženami v roku 2018 a mužmi v roku 2018 (graf 4). Týmto hypotézu H2 zamietame.

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,8592	3,8059	3,832	3,9097
muž 2014		0,110949	0,546440	0,078503
žena 2014	0,110949		0,719362	0,000240
muž 2018	0,546440	0,719362		0,002795
žena 2018	0,078503	0,000240	0,002795	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍŠMOM

TABUĽKA 3: ODPORUČENIE PRODUKTOV FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

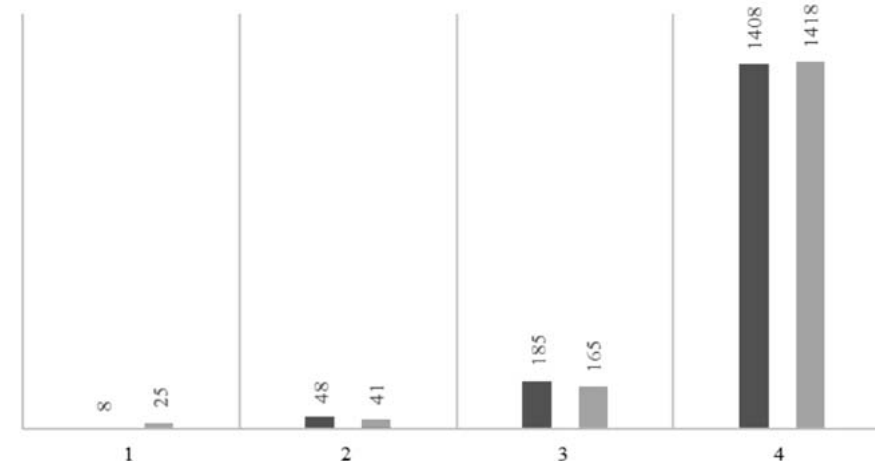
Graf prémie a int. spoľahlivosti (95,00%)
2.



GRAF 4: BOX PLOT - ODPORUČENIE PRODUKTOV FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

V oblasti primeranosti cien produktov môžeme konštatovať nepatrné zvýšenie pozitívnych názorov na túto oblasť. Podrobnejšia štatistická analýza (Tabuľka 4, Graf 6) nepreukázala štatisticky významné rozdiely medzi mužmi a ženami. Na základe výsledkov prezentovaných výsledkov (Tabuľka 4, Graf 6) zamietame hypotézu H1 a potvrdzujeme hypotézu H2.

■ 2014 ■ 2018



GRAF 5: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ V OBLASTI PRIMERANOSŤ CENY PRODUKTOV (MIERA SÚHLASU);

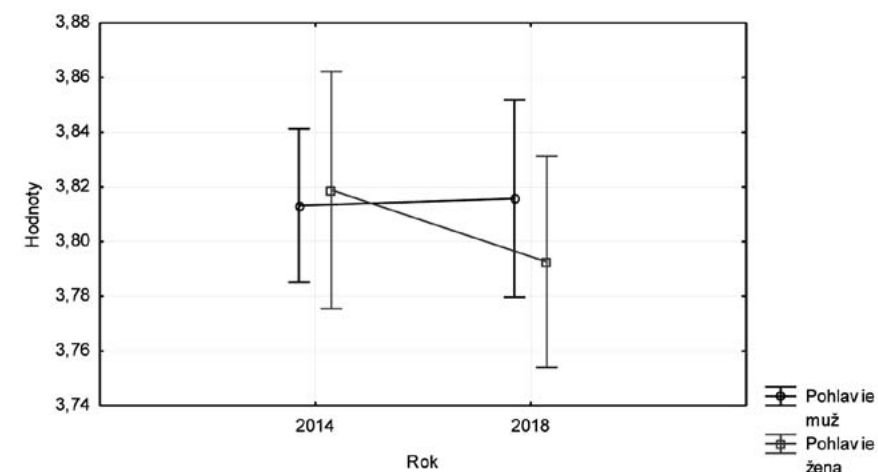
ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,8132	3,8189	3,8158	3,7926
muž 2014		0,996776	0,999527	0,829882
žena 2014	0,996776		0,999537	0,801254
muž 2018	0,999527	0,999537		0,801576
žena 2018	0,829882	0,801254	0,801576	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍŠMOM

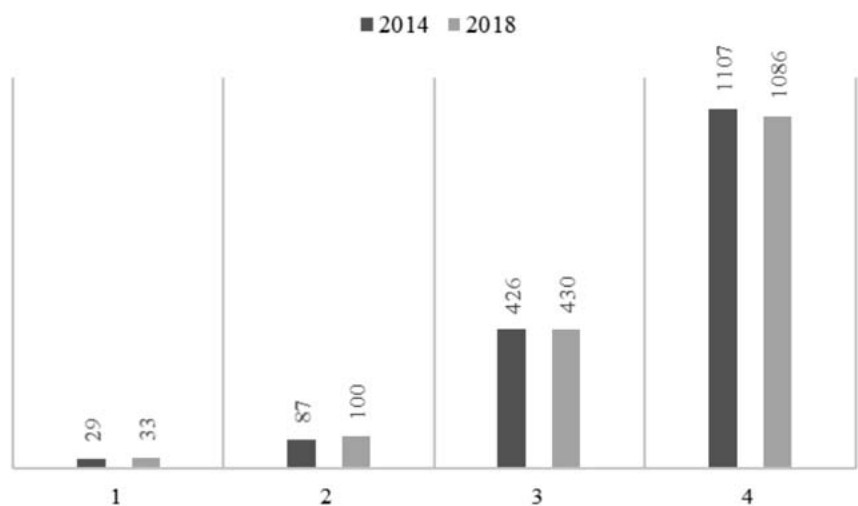
TABUĽKA 4: PRIMERANOSŤ CENY PRODUKTOV Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf prémie a int. spoľahlivosti (95,00%)
3.



GRAF 6: BOX PLOT - PRIMERANOSŤ CENY PRODUKTOV Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf 7 prezentuje absolútnu početnosť odpovedí respondentov na oblasť inovatívnosti firmy. Konštatujeme kvantitatívny pokles odpovedí určite áno a nárast ostatných odpovedí. Týmto zamietame hypotézu H1. Tabuľka 5 prezentuje rozdiely v odpovediach respondentov podľa pohlavia a v čase. Môžeme konštatovať, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a v rámci času nenastali (graf 8). Týmto hypotézu H2 potvrdzujeme.



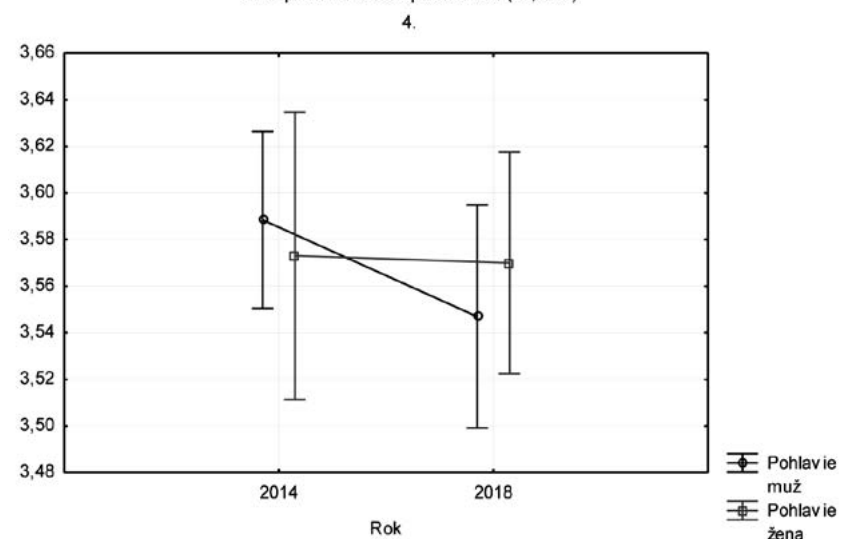
GRAF 7: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ V OBLASTI INOVATÍVNOSTI FIRMY (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,5884	3,573	3,5469	3,5700
muž 2014		0,973604	0,542609	0,939044
žena 2014	0,973604		0,899935	0,999822
muž 2018	0,542609	0,899935		0,904487
žena 2018	0,939044	0,999822	0,904487	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

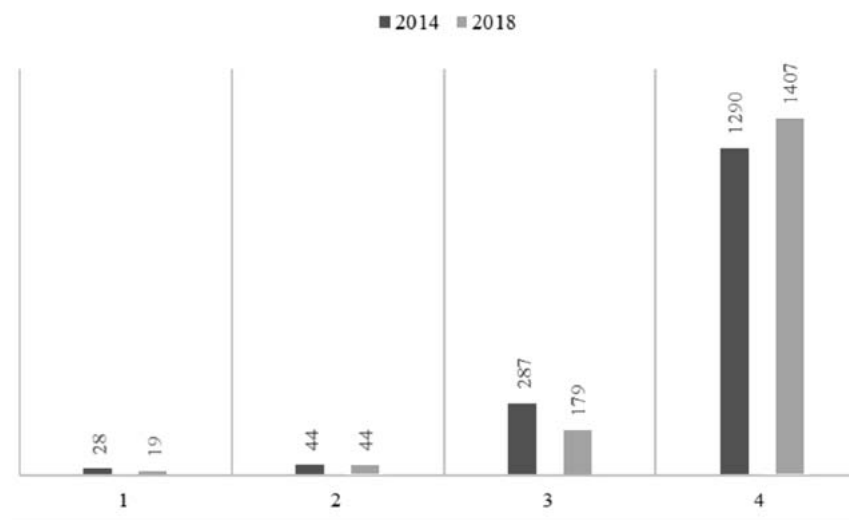
TABUĽKA 5: INOVATÍVNOSŤ FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf průměru a int. spolehlivosti (95,00%)



GRAF 8: BOX PLOT - INOVATÍVNOSŤ FIRMY; ZDROJ: VLASTNÉ SPRACOVANIE

V ďalšej časti výskumu sme skúmali dôležitosť internetu ako nevyhnutnej súčasť života zákazníkov. Výsledky absolútnych početností odpovedí respondentov prezentuje Graf 9. Z výsledkov vyplýva kvantitatívny nárast odpovedí určite áno a čiastočný pokles ostatných odpovedí. Týmto potvrdzujeme hypotézu H1. Tabuľka 6 a Graf 10 ukazujú rozdiely v odpovediach respondentov podľa pohlavia a v čase. Môžeme konštatovať, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a v rámci času nastali medzi mužmi v roku 2018 a mužmi v roku 2014. Na základe výsledkov zamietame hypotézu H2.



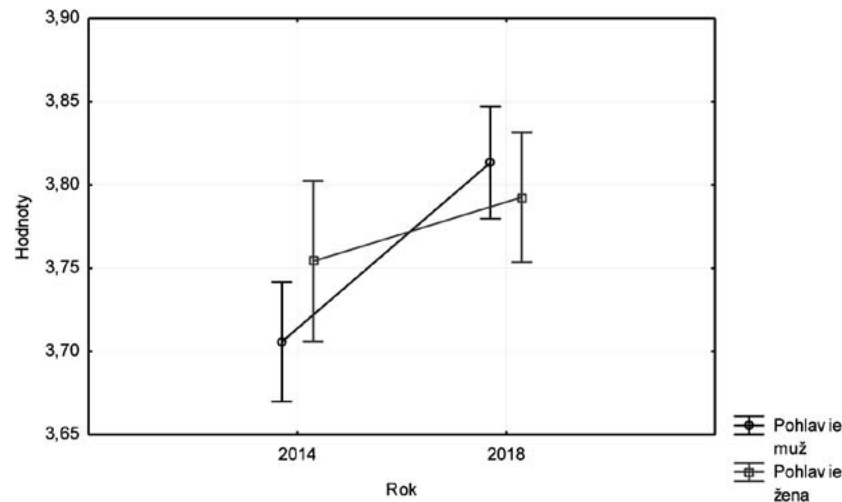
GRAF 9: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV NA OBLASŤ DÔLEŽITOSTI INTERNETU (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,7058	3,7542	3,8134	3,7926
muž 2014		0,358854	0,000160	0,005339
žena 2014	0,358854		0,221180	0,613890
muž 2018	0,000160	0,221180		0,877360
žena 2018	0,005339	0,613890	0,877360	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 6: DÔLEŽITOSŤ INTERNETU Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf prémie a int. spoľahlivosti (95,00%)
5.

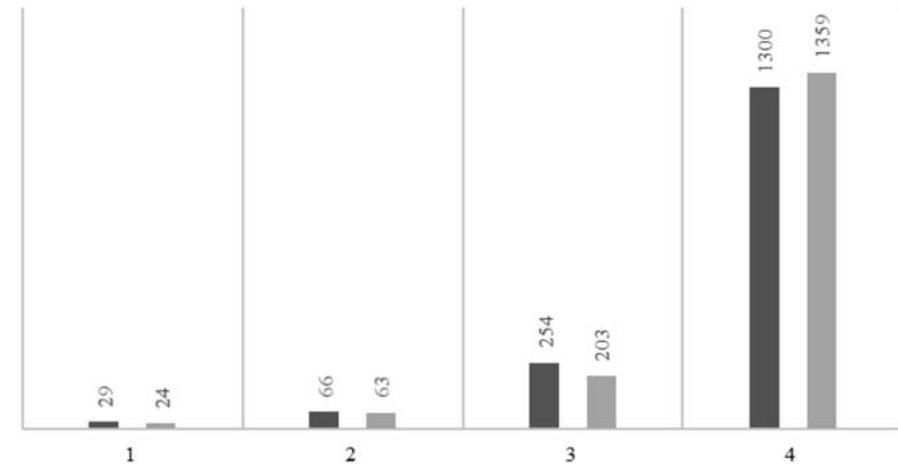


GRAF 10: BOX PLOT - DÔLEŽITOSŤ INTERNETU Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

3.2 Implementácia CRM systému s orientáciou na proces — CRM systém sa v rámci podnikových procesov skúmal prostredníctvom 5 oblastí. Išlo o zmenu v prístupe, spokojnosť s kvalitou služieb, rýchlosť vybavenia služieb, prehľadnosť webovej stránky firmy a marketingovú komunikáciu firmy.

Vo výskume sme ďalej zisťovali, či respondenti zaregistrovali zmenu v prístupe firmy k zákazníkom. Z grafu 11 prezentujúceho absolútnu početnosť odpovedí respondentov vyplýva, že došlo ku kvantitatívnemu nárastu odpovedí určite áno a čiastočnému poklesu ostatných odpovedí. Týmto potvrdzujeme hypotézu H1. Tabuľka 7 prezentuje rozdiely v odpovediach respondentov podľa pohlavia v čase. Môžeme konštatovať, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a v rámci času nastali medzi ženami v roku 2018 a ostatnými kategóriami (Graf 12). Týmto hypotézu H2 zamietame.

■ 2014 ■ 2018

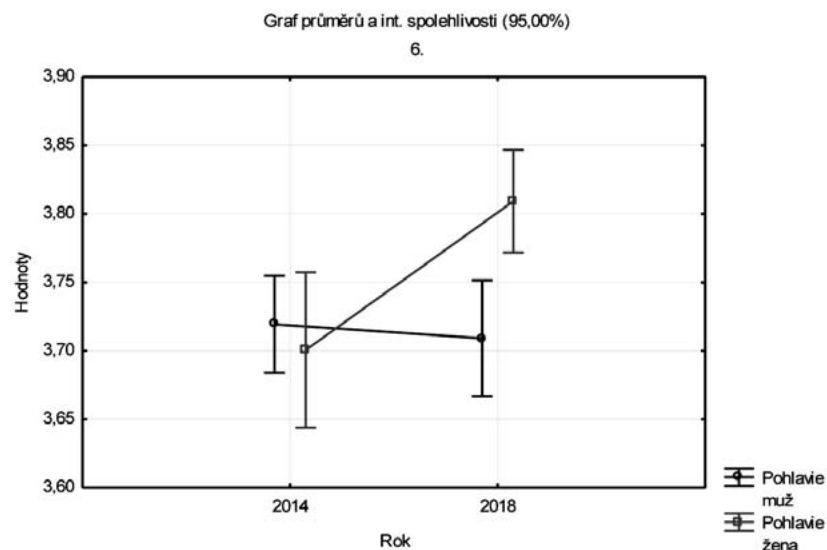


GRAF 11: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV NA OBLASŤ ZMENY V PRÍSTUPE FIRMY K ZÁKAZNÍKOM (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,7193	3,7006	3,7092	3,8092
muž 2014		0,935299	0,982874	0,008156
žena 2014	0,935299		0,993953	0,007407
muž 2018	0,982874	0,993953		0,004609
žena 2018	0,008156	0,007407	0,004609	

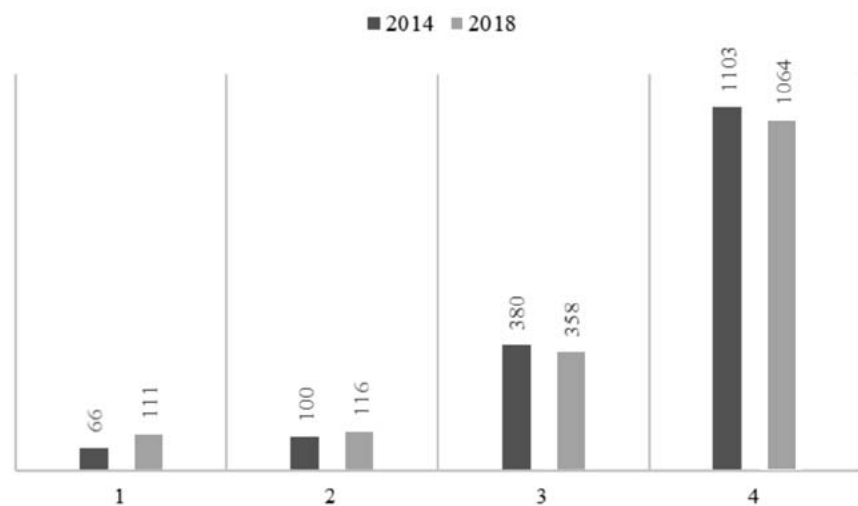
POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 7: ZMENA V PRÍSTUPE Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE



GRAF 12: BOX PLOT - ZMENA V PRÍSTUPE; ZDROJ: VLASTNÉ SPRACOVANIE

V oblasti spokojnosti s kvalitou poskytovaných služieb konštatujeme kvantitatívny pokles odpovedí určite áno, pokles odpovede áno a nárast ostatných odpovedí (Graf 13). Týmto zamietame hypotézu H1. Tabuľka 7 a Graf 14 prezentujú rozdiely v odpovediach respondentov podľa pohlavia a v čase. Na základe dosiahnutých výsledkov môžeme konštatovať, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a času nastali u mužov v roku 2018 a ostatnými kategóriami (Tabuľka 7, Graf 14). Týmto hypotézu H2 zamietame.

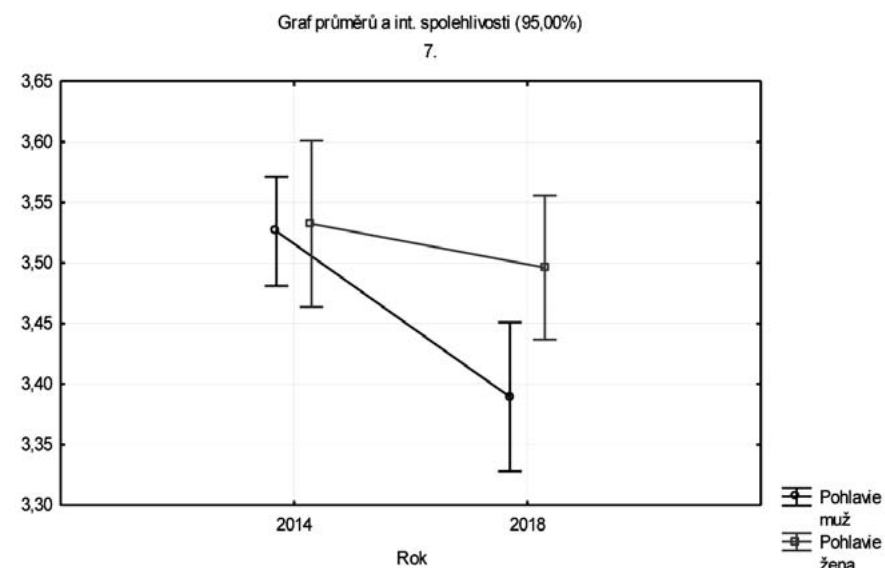


GRAF 13: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV V OBLASTI SPOKOJNOSTI S KVALITOU POSKYTOVANÝCH SLUŽIEB (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,5262	3,5323	3,3893	3,4962
muž 2014		0,999008	0,001811	0,868677
žena 2014	0,999008		0,009901	0,866410
muž 2018	0,001811	0,009901		0,047338
žena 2018	0,868677	0,866410	0,047338	

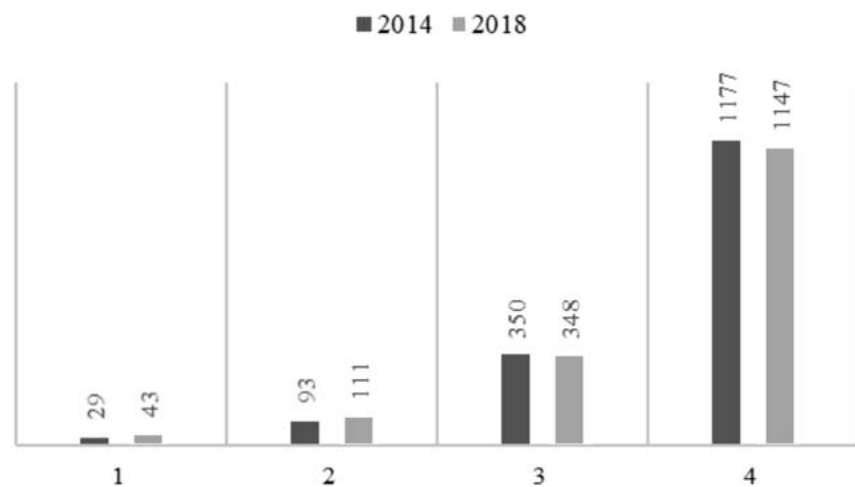
POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 8: SPOKOJNOSŤ S KVALITOU POSKYTOVANÝCH SLUŽIEB Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE



GRAF 14: BOX PLOT - SPOKOJNOSŤ S KVALITOU POSKYTOVANÝCH SLUŽIEB Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf 15 prezentuje absolútnu početnosť odpovedí respondentov na vnímanie rýchlosti vybavenia služieb. Konštatujeme kvantitatívny pokles odpovedí určite áno, pokles odpovede áno a nárast ostatných odpovedí. Na základe výsledkov zamietame hypotézu H1. Rozdiely v odpovediach respondentov podľa pohlavia a v čase sumarizuje Tabuľka 8. Z výsledkov vyplýva, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a času neboli zaznamenané (Graf 16). Týmto zistením potvrdzujeme hypotézu H2.

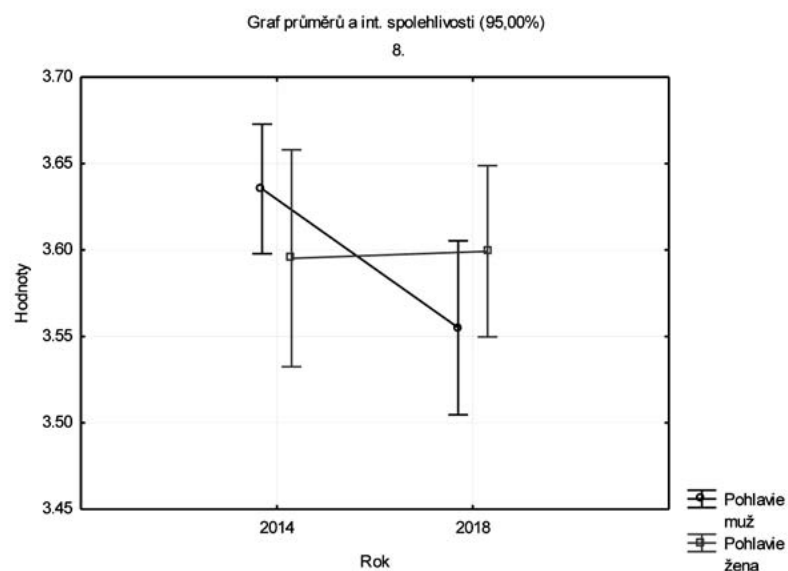


GRAF 15: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV V OBLASTI RÝCHLOSŤ VYBAVENIA SLUŽIEB (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,6354	3,5952	3,555	3,5992
muž 2014		0,695974	0,057423	0,688245
žena 2014	0,695974		0,725149	0,999610
muž 2018	0,057423	0,725149		0,579120
žena 2018	0,688245	0,999610	0,579120	

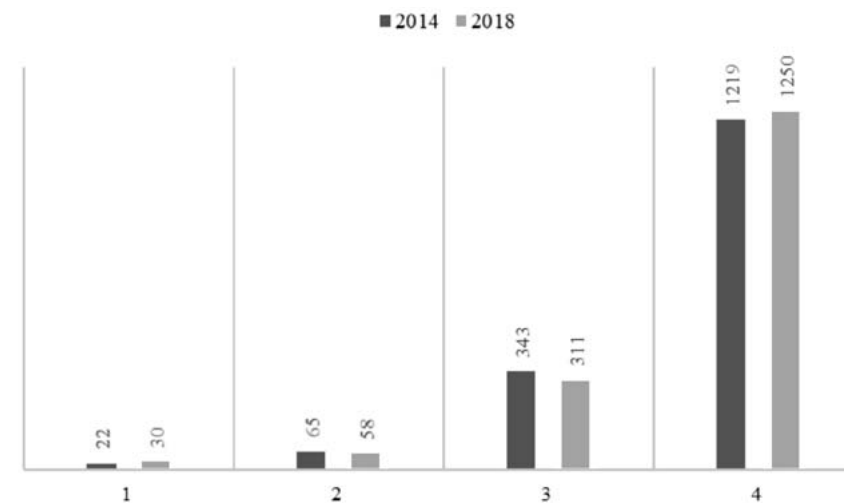
POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 9: RÝCHLOSŤ VYBAVENIA SLUŽIEB Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE



GRAF 16: BOX PLOT - RÝCHLOSŤ VYBAVENIA SLUŽIEB Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

V oblasti prehľadnosti webovej stránky firmy konštatujeme kvantitatívny nárast odpovedí určite áno, a odpovede nie. Pokles bol zaznamenaný pri odpovedi áno a odpovedi existuje možnosť zlepšenia (Graf 17). Týmto potvrdzujeme hypotézu H1. Na základe výsledkov prezentovaných v Tabuľke 10 a Grafe 18, konštatujeme, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a v rámci času nenastali. Týmto zistením potvrdzujeme hypotézu H2.



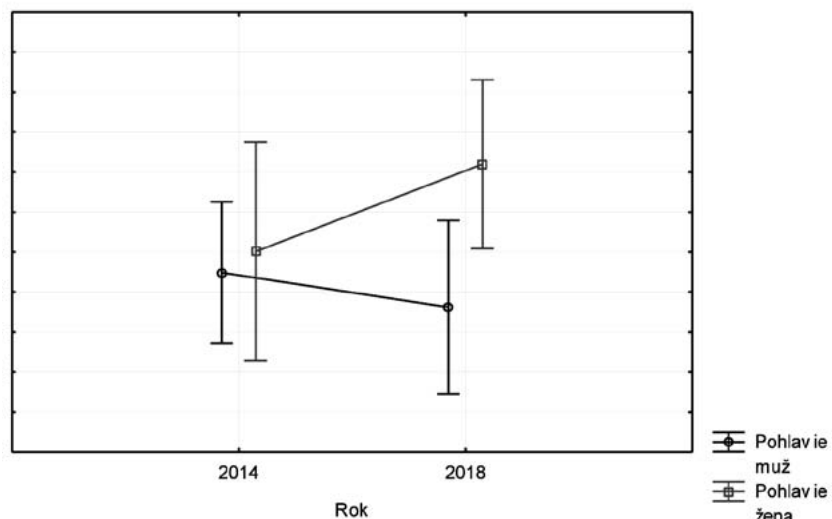
GRAF 17: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV V OBLASTI PREHLADNOSŤ WEBOVEJ STRÁNKY FIRMY (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,6697	3,6802	3,6524	3,7239
muž 2014		0,988322	0,928060	0,240745
žena 2014	0,988322		0,846638	0,589816
muž 2018	0,928060	0,846638		0,090512
žena 2018	0,240745	0,589816	0,090512	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 10: PREHLADNOSŤ WEBOVEJ STRÁNKY FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

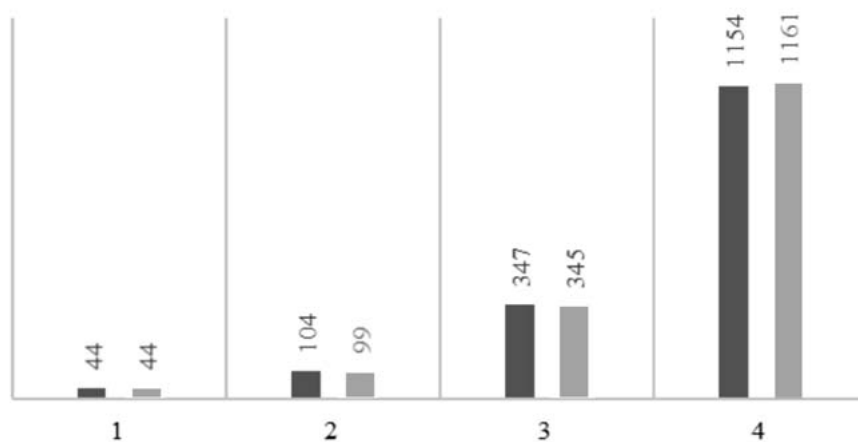
Graf průměru a int. spolehlivosti (95,00%)
9.



GRAF 18: BOX PLOT - PREHLADNOSŤ WEBOVEJ STRÁNKY FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Na základe výsledkov prezentovaných v Grafe 19, v oblasti marketingovej komunikácie firmy, konštatujeme kvantitatívny nárast odpovedi určite áno a odpovede nie. Vyrovnanosť bola zaznamenaná pri odpovedi áno. Pokles bol zaznamenaný pri odpovedi existuje možnosť zlepšenia. Týmto potvrdzujeme hypotézu H1. Tabuľka 11 sumarizuje rozdiely v odpovediach respondentov podľa pohlavia a v čase. Môžeme konštatovať, že štatisticky významné rozdiely medzi odpoveďami v rámci pohlaví a v rámci času nenastali (Graf 20). Týmto hypotézu H2 potvrdzujeme.

■ 2014 ■ 2018



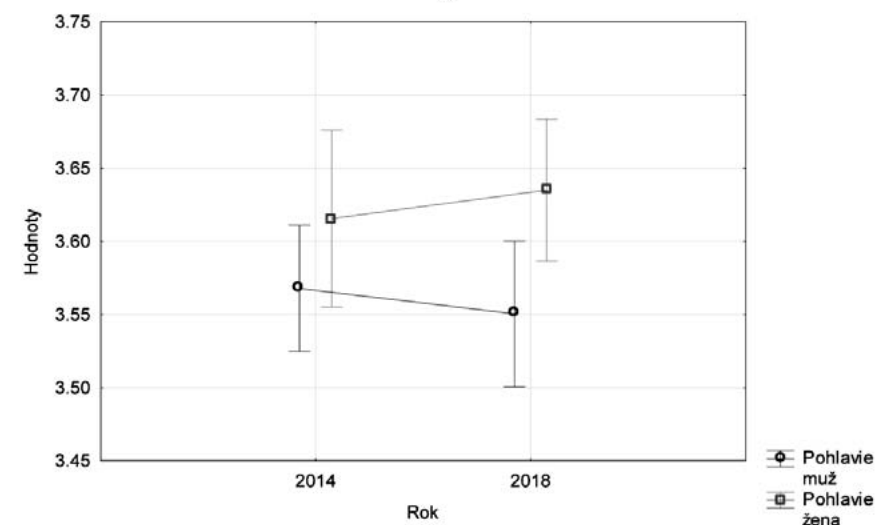
GRAF 19: ABSOLÚTNA POČETNOSŤ ODPOVEDÍ RESPONDENTOV V OBLASTI MARKETINGOVEJ KOMUNIKÁCIE FIRMY (MIERA SÚHLASU); ZDROJ: VLASTNÉ SPRACOVANIE

Pohlavie/Rok	muž 2014	žena 2014	muž 2018	žena 2018
Priemer	3,5677	3,6155	3,5504	3,6349
muž 2014		0,589394	0,952996	0,192572
žena 2014	0,589394		0,356759	0,964060
muž 2018	0,952996	0,356759		0,084181
žena 2018	0,192572	0,964060	0,084181	

POZNÁMKA: ŠTATISTICKY VÝZNAMNÉ ROZDIELY SÚ ZVÝRAZNENÉ TUČNÝM PÍSMOM

TABUĽKA 11: MARKETINGOVÁ KOMUNIKÁCIA FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

Graf průměru a int. spolehlivosti (95,00%)
10.



GRAF 20: BOX PLOT - MARKETINGOVÁ KOMUNIKÁCIA FIRMY Z HLADISKA POHLAVIA A ČASU; ZDROJ: VLASTNÉ SPRACOVANIE

KONIEC ČASTI I.

Literatúra | List of References — [1] Al-Zuabi, I. M., Jafar, A. and Aljoumaa, K., 2019. Predicting customer's gender and age depending on mobile phone data. In: Journal of Big Data. 2019, 6(1). ISSN 2196-1115. | [2] Barta, R. and Keller, K. L., 2016. Integrating marketing communications: new findings, new lessons, and new ideas. In: Journal of Marketing. 2016, 80(6), pp. 122-45. ISSN 0022-2429. | [3] Bárta, V., Pátík, L. and Postler, M., 2009. Retail marketing. Praha: Grada Publishing, 2009. ISBN 978-8072612079. | [4] Basl, J. and Blažicek, R., 2012. Podnikové informační systémy. Praha: Grada Publishing, 2012. ISBN 978-80-247-4307-3. | [5] Benda-Prokeinova, R., Dobes, K., Mura, L. and Buleca, J., 2017. Engel's approach as a tool for estimating consumer behaviour. In: E & M Ekonomie A Management. 2017, 20(2), pp. 15-29. ISSN 1212-3609. | [6] Dutt, H. and Chauhan, K., 2019. Using flexibility in designing CRM solution. In: Global Journal of Flexible Systems Management. 2019, 20(2), pp. 103-16. ISSN 0972-2696. | [7] Elfarmawi, W., 2019. Correlation between customer relationship management system usage, product innovation, and customer satisfaction. In: Foundations of Management. 2019, 11(1), pp. 23-32. ISSN 2300-5661. | [8] Garrido-Moreno, A., Lockett, N. and García-Morales, V., 2014. Paving the way for CRM success: the mediating role of knowledge management and organizational commitment. In:

Information & Management. 2014, 51(8), pp. 1031-42. ISSN 0378-7206. | [9] Goldenberg, B. J. 2008. CRM in real time: Empowering customer relationship. USA: CyberAge Books, 2008. ISBN 978-0910965804. | [10] Gubíniová, K., 2009. Orientácia marketingového manažmentu v súčasnom trhovom prostredí. In: Aktuálne trendy v oblasti environmentálne zodpovedného podnikania. 2009, 27-43. | [11] Haislip, J. Z. and Richardson, V. J., 2017. The effect of customer relationship management systems on firm performance. In: International Journal of Accounting Information Systems. 2017, 27, pp. 16-29. ISSN 1467-0895. | [12] Hamidi, H. and Safareeyeh, M. 2019. A model to analyze the effect of mobile banking adoption on customer interaction and satisfaction: a case study of M-banking in Iran. In: Telematics and Informatics. 2019, 38, pp. 166-81. ISSN 0736-5853. | [13] Homburg, C. and Giering, A., 2001. Personal characteristics as moderators of the relationship between customer satisfaction and loyalty: an empirical analysis. In: Psychology and Marketing Journal. 2001, 18, pp. 43-66. ISSN 0742-6046. | [14] Hung, W. H., Chang, I. C., Chen, Y. and Ho, Y. L., 2019. Aligning 4C strategy with social network applications for CRM performance. In: Journal of Global Information Management. 2019, 27(1), pp. 93-110. ISSN 1062-7375. | [15] Kostojohn, S., Paulen, B. and Johnson, M., 2011. CRM fundamentals. New York: Apress, 2011. ISBN 978-1-4302-3590-3. | [16] Li, X., Cheng, C., Kim, H. and Petrick, J. F., 2008. A systematic comparison of first-time and repeat visitors via a two-phase online survey. In: Tourism Management. 2008, 29, pp. 278-93. ISSN 0261-5177. | [17] Ližbetinová, L., 2017. Clusters of Czech consumers with focus on domestic brands. In: Proceedings of the 29th International-Business-Information-Management-Association Conference, Vienna, Austria, 3-4 May 2017. ISBN 978-0-9860419-7-6. | [18] Loucanova, E., Kalamárová, M. and Parobek, J., 2015. The competitiveness of wood products from the perspective of used material. In: Acta Facultatis Xylogologiae Zvolene. 2015, 57(2), pp. 155-63. ISSN 1336-3824. | [19] Loucanova, E., Olsiakova, M. and Dzian, M., 2018. Suitability of innovative marketing communication forms in the furniture industry. In: Acta Facultatis Xylogologiae Zvolene. 2018, 60(1), pp. 159-71. ISSN 1336-3824. | [20] Maggon, M. and Chaudhry, H., 2019. Moderating role of gender amongst various constructs of CRM: an empirical study of Indian hotels. In: Journal of Advances in Management Research. 2019, 16(1), pp. 123-40. ISSN 0972-7981. | [21] Müller, J. M., Pommeranz, B., Weisser, J. and Voigt, K. I., 2018. 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, 73(1), pp. 70-83. ISSN 0019-8501. | [22] Musová, Z., 2015. Consumer attitudes to cause related marketing in Slovakia. In: Acta Oeconomica Universitatis Selye. 2015, 4(1), pp. 93-105. ISSN 1338-6581. | [23] Novotný, J., 2015. Customer segmentation and customer relationship management. In: Acta Oeconomica Universitatis Selye. 2015, 4(1), pp. 114-19. ISSN 1338-6581. | [24] Ryals, L. and Knox, S., 2001. Cross-runctional issues in the implementation of relationship marketing through customer relationship management. In: European Management Journal. 2001, 19(5), pp. 534-42. ISSN 0263-2373. | [25] San-Martín, S., Jiménez, N. H. and López-Catalán, B., 2016. The firms benefits of mobile CRM from the relationship marketing approach and the TOE model. In: Spanish Journal of Marketing – ESIC. 2016, 20(1), pp. 18-29. ISSN 2444-9709. | [26] Sedliacikova, M., Hajduchova, I., Kristofik, P., Vizslai, I. and Gaff, M., 2016. Improving the performance of small and medium wood-processing enterprises. In: BioResources. 2016, 11(1), pp. 439-50. ISSN 1930-2126. | [27] Shukla, M. K. and Pattnaik, P. N., 2019. Managing customer relations in a modern business environment: towards an ecosystem-based sustainable CRM model. In: Journal of Relationship Marketing. 2019, 18(1), pp. 17-33. ISSN 1533-2675. | [28] Scheer, L. and Sedmák, R., 2014. Biometria. Zvolen: Vydavateľstvo TU vo Zvolene, 2014. | [29] Skogland, I. and Siguaw, J. A., 2004. Are your satisfied customers loyal? In: Cornell Hotel and Restaurant Administration Quarterly. 2004, 45, pp. 221-34. ISSN 1938-9655. | [30] Solarová, P., 2015. Customer feedback in retailing: barriers and incentives. In: Marketing Science and Inspirations. 2015, 38(4), pp. 2-5. ISSN 1338-7944. | [31] Tasci, A. D., 2016. A quest for destination loyalty by profiling loyal travelers. In: Journal of Destination Marketing & Management. 2016, 6, pp. 207-20. ISSN 2212-571X. | [32] Weerd, I. V. D., Mangula, I. S. and Brinkkemper, S., 2016. Adoption of software as a service in Indonesia: examining the influence of organizational factors. In: Information & Management. 2016, 53(7), pp. 915-28. ISSN 0378-7206. | [33] Wenzler, M. and Schmidthaler, M., 2019. Readiness, use and enablers of digital customer interaction tools in Austria. In: Marketing Science and Inspirations. 2019, 42(2), pp. 2-9. ISSN 1338-7944.

Kľúčové slová | Key Words ——— riadenie vzťahov so zákazníkmi (CRM), implementácie CRM systému, telekomunikačná firma, pohlavie | *customer relationship management (CRM), CRM system implementation, telecommunication company, gender*

JEL klasifikácia | JEL Classification ——— M31, L96, J16

Résumé ——— **CRM in a telecommunication company. Part I.**

Due to new technologies and technological trends, telecommunication companies must take into consideration a downward trend in revenues and customer base. Companies have begun to streamline, new product lines were created. Customer Relationship Marketing is a key to success as it allows to identify a particular client, respond adequately to customer needs, and positively impact business performance. The aim of the paper was to identify the change in customers' approaches as a result of implementing Customer Relationship Marketing in 2014 and subsequently in 2018 with the dependence on gender. Following the research results, the positive changes in approach a result of implementing Customer Relationship Marketing was observed. Responses differed depending on gender of respondents.

Kontakt na autorov | Address ——— doc. Ing. Miloš Hitka, PhD., Technická univerzita vo Zvolene, Drevárska fakulta, Katedra ekonomiky, manažmentu a podnikania, Ul. T. G. Masaryka 24, 960 01 Zvolen, e-mail: hitka@tuzvo.sk
PhDr. Andrej Piňák, PhD., Univerzita Komenského v Bratislave, Fakulta managementu, Katedra marketingu, Odbojárov 10, P.O.BOX 95, 820 05 Bratislava 25, e-mail: apinak@gmail.com
Ing. Silvia Lorincová, PhD., Technická univerzita vo Zvolene, Drevárska fakulta, Katedra ekonomiky, manažmentu a podnikania, Ul. T. G. Masaryka 24, 960 01 Zvolen, e-mail: silvia.lorincova@tuzvo.sk

Recenzované | Reviewed ——— 3. September 2019 / 7. September 2019

WHY POLITICAL CORRECTNESS AND AFFIRMATIVE ACTION DO NOT WORK IN MARKETING

We live in a hypercorrect world. Many regulatory bodies safeguarding correctness, fairness and social justice in marketing communications have been getting the wrong end of the stick. Careful segmentation has been in the DNA of marketing, which makes social and societal differences and ability to differentiate offerings for various audiences its primary concern.

Political correctness is used to describe policies, procedures, actions or just language, which do not offend anybody or cause disadvantage to particular groups. To support members of disadvantages or underrepresented groups and to combat discrimination in such areas as education or employment, or access to (public) services, organizations and governments initiate voluntary programs, procedures and policies which are termed as affirmative action.

In the beginning of 2019, Gillette, the world's most acclaimed razor producer and part of Procter & Gamble's family of brands, has launched a new marketing campaign under the promise „The Best Men Can Be.” The ad has soon gone viral, contesting masculine stereotypes and shamelessly capitalizing on the aftermath of Mee-Too movement against sexual harassment. The campaign shows wrong „manly” behaviors in the beginning and men caring and loving at the end. However, rather than empowering women (which is perhaps communicated more often when the equality topic is being shown) or making promises to men, the message came across as weakening men and blaming them all for toxic masculinity. The campaign continued later with topics such as „fat acceptance” (showing plus size female model as desired object of male dreams) or an ad picturing a father teaching his female-to-male transgender child how to shave.

Get woke, go broke. Unusual social justice narrative wasn't left without financial consequences – the only declining product category in 2019 first quarter sales for P&G was the male grooming products. For the 2019 second quarter, the entire P&G reported a net loss of more than 5 billion USD due to an 8 billion USD writedown on Gillette.

Activism and correctness in marketing works only if very specific, well-defined and narrow market segments will become a target. For mass market, it is likely that stereotypes or at least common depictions of usual life will continue to speak to the hearts of most consumers. Promoting products and brands is about selling aspirations for better future for each individual consumer, not selling aspirations for the entire society as a whole. Campaigns of NGOs or governments may be doing the job.

Marketeres shall be aligned to their target audience, not to their – presumably more liberal, metropolitan and pro-affirmative – peers.

Look at recent winners in the political battle around the world, where parties and politicians in a number countries purport stereotypical arguments and relate deliberately to views and values of their audiences. (Therefore, media reports about several world leaders, who have been accused repeatedly of political incorrectness, intolerance or even indecency.) Politicians on the winning side do the same as popular mass-market brands and products, they use slightly coarse language and relate to topics relevant for an average consumer.

Political correctness, affirmative action or other desirable activism could become a powerful weapon for brands or products, which appeal to specific types of consumers. Narrowly focused or contentious topics shall be used only if they have already been widely accepted. Burning yet non-controversial issues are the answer!

Résumé ——— **Proč politická korektnost a pozitivní diskriminace v marketingu nefungují**

Aktivismus, politická korektnost nebo dokonce i pozitivní diskriminace skupin konzumentů, které se mohou jevit jako znevýhodněné nebo málo početně zastoupené, se pro marketing masově orientovaných produktů a značek nehodí. Zejména jsou-li propojené s tím, že sdělují masově vymezeným cílovým skupinám to, v čem masoví spotřebitelé selhávají. Aktuálním příkladem je vývoj marketingové komunikace u značky Gillette v posledním roce, jemuž nasadila korunu reklamní kampaň s otcem, který učí své transgender potomka, jak se má oholit. Marketingová komunikace pro masové značky může reagovat na horká společenská témata, která však nesmí způsobovat kontroverze.

Kontakt na autorov | Address ——— doc. Ing. Pavel Štrach, Ph.D., Ph.D., ŠKODA AUTO Vysoká škola o.p.s., Katedra marketingu a managementu, Na Karmeli 1457, 293 01 Mladá Boleslav, Česká republika, e-mail: pavel.strach@savs.cz

ŠTARTUJE DRUHÝ ROČNÍK SÚŤAŽE YOUNG MARKETER

V týchto dňoch boli uverejnené podmienky druhého ročníka súťaže Young Marketer pre mladých marketérov do 30 rokov. Zúčastniť sa môže každý marketér z klientskej alebo agentúrnej strany vo veku 22 až 30 rokov. Vyhlasovateľom súťaže je Klub reklamných agentúr Slovenska a tvorcom zadania je Slovenská sporiteľňa, a. s. Tohtoročné zadanie sporiteľne je vypracovať marketingovú a komunikačnú stratégiu pre oblasť sociálneho bankovníctva Slovenskej sporiteľne za účelom propagovania Akadémie sociálnej ekonomiky.

Víťaz sa zúčastní ako jeden z 30 svetových mladých marketérov na študijnom pobyte Young Marketers Academy a získava letenku aj ubytovanie. Akadémia sa koná počas reklamného festivalu Cannes Lions 2020.

Dôležité termíny súťaže:

- | 14. októbra 2019 Zverejnenie zadania na <http://www.effie.sk/young-marketer>
- | 10. novembra 2019 Uzávierka pre doručenie súťažnej práce:
[youngmarketer@kras.sk/](mailto:youngmarketer@kras.sk)
- | 15. novembra 2019 Zverejnenie shortlistu
- | 22. novembra 2019 Vyhlásenie výsledkov súťaže (Mlynska/Bratislava)
- | 22. jún – 26. júna 2020 Študijný pobyt pre víťaza Young Marketers Academy v Cannes

Odborná porota zložená zo zástupcov sporiteľne, Klubu reklamných agentúr Slovenska a združenia Ľudia z Marketingu vyberie do 15. novembra 2019 tri najlepšie práce, teda troch nominovaných na víťaza. Víťaznú prácu a víťaza oznámi 22. novembra 2019 na vyhlásení výsledkov Effie 2019. Bližšie informácie o súťaži sú uverejnené na <http://www.effie.sk/young-marketer>.

NEŠPOR, ZDENĚK, R., 2017. SLOVNÍK INSTITUCIONÁLNÍHO ZÁZEMÍ ČESKÉ SOCIOLOGIE. PRAHA: SCRIPTORIUM. 172 S.

ISBN 78-80-88013-53-2.

Nejen pro práci novináře, ale i pro vysokoškolského učitele jsou jednou z největších cenností jeho odborné knihovny encyklopedie, přehledové slovníky, sumarizující kompendia. Právě z tohoto rodu je autorská publikace Slovník institucionálního zázemí české sociologie pod vedením výtečného historika české a československé sociologie, profesora Zdeňka R. Nešpora. Ten byl vedoucím několika týmů encyklopedických publikací, mezi nimiž skutečně mohutně čnějí kolektivní Dějiny české sociologie (Academia, 2014, stran 667).

Recenzovaný Slovník institucionálního zázemí české sociologie bezesporu představuje příručku rychlé orientace, která je mnohdy pro výše zmíněné profese nejen zdrojem faktických věcných informací, ale i inspiračním momentem, který může rozvíjet a obohacovat původní heuristickou myšlenku. Podle čeho lze soudit, že jde o publikaci, která má své nepopiratelné orientační a poznatkové hodnoty?

Především podle šíře záběru: tento slovník přináší základní informace o nej-různějších typech organizačních složek české sociologie – korporací, institucí a organizací na území dnešní České republiky. Obsahuje 119 textových a 58 odkazových hesel, které poskytují velmi cenný průřezový obraz celých dějin české sociologie od jejich počátků koncem 19. století až do současnosti. Jsou zde zachyceny aktivity orgánů řízení vědy, státních / veřejných výzkumných institucí, vysokých škol, vědeckých společností a spolků, vědeckých a odborných periodik a dalších subjektů se vztahem k sociologii. Každý tematický celek je uveden základní vývojovou charakteristikou, jež umožňuje pochopit dobový sociálně-politický kontext.

Autor v úvodu konstatuje: „Cílem bylo v souladu s metodickými přístupy současné oborově historické encyklopedistiky poskytnout nejdůležitější informace o existenci, charakteru a vývoji jednotlivých organizačních a korporativních složek českého sociologického provozu, včetně jejich personálního a paradigmatického obsazení a výsledků jejich činnosti.“ Šíře zdrojového fondu (včetně zdrojů orální historie) dovoluje – a to je na této publikaci velice cenné – identifikovat a popsat aktivity nejen oficiální vědy v letech 1948 – 1989, ale i šedé sociologické zóny v různých resortních výzkumných ústavech, včetně jmen badatelů, kteří v nelehkých podmínkách rozvíjeli nejrůznější formy aplikované sociologie (např. ve vztahu k Public relations Dům techniky ČSVTS Pardubice). Právě vysoká míra personalizace jednotlivých pracovišť činí ze Slovníku institucionálního zázemí české sociologie velmi cennou příručku, která umožňuje sledovat profesní dráhy jednotlivých sociologů, jejich pub-

likační činnost apod. K lepší orientaci slouží samozřejmě také velmi obsáhlý seznam literatury, abecední seznam hesel a jmenný rejstřík.

Otázka zásadní povahy zní: proč je právě tato recenze na tuto publikaci v odborném marketingovém časopise? Z několika výzkumů a z autorských rozhovorů s vedoucími pracovníky komunikačních agentur jednoznačně vyplývá, že to, co v současné poznatkové struktuře komunikačních agentur chybí, jsou zasvěcené sociologické a psychologické pohledy na životní styl cílových skupin, fundamentální faktografické sociologické poznatkové systémy pro marketingové komunikace na některé vývojové trendy, které je možné efektivně zpracovávat ve formě marketingových komunikačních akcí v návaznosti na konkrétní produkty (ekologie, trvale udržitelný rozvoj, potravinová a energetická úspornost, smysluplné trávení volného času, bezdomovectví, atd.). Recenzovaná publikace přináší dostatek inspirativních pohledů na možné zdroje poznání, odborné expertízy, kvalifikované propojení světa sociologické vědy a marketingové komunikace.

**ŠLOSÁR, RÓBERT, MAJTÁN,
ŠTEFAN, ŠTETKA, PETER A GRISÁKOVÁ,
NORA, 2019. VIZUÁLNE PODNETY
A RESPONZÍVNE SPRÁVANIE
SPOTREBITEĽOV. PRAHA: WOLTERS KLUWER. 229 S.
ISBN 978-80-7598-573-6.**

Tematicky orientovaná publikácia kolektívu autorov na neuromarketing a jeho praktické využitie i v našich domácich reáliách – čo však z jej názvu explicitne na prvý pohľad nezainteresovanému potenciálnemu čitateľovi zrejme nie je – vyplňa citeľnú absenciu zdrojov pôvodnej slovenskej proveniencie venovaných predmetnej problematike (s výnimkou celého radu článkov a príspevkov či už populárno-odborného alebo vedecko-odborného zamerania, nehovoriac pritom o množstve informácií na internete „bulvárneho“ charakteru prezentovaných „tiež marketérmi“). I keď pozornosť autorského kolektívu je zúžená na vizuálne podnety v kontexte spotrebiteľského správania – potenciál využitia neuromarketingu je pritom nesporne väčší, čo je pri jeho charakteristike akcentované aj v recenzovanej publikácii – svojim spracovaním si jednoznačne zaslужuje pozornosť ako potenciálne jeden zo základných zdrojov informácií v danej oblasti, a to tak v kontexte súčasného stavu poznania v zmysle teoretických východísk, ako aj v zmysle jeho praktickej aplikácie.

Napriek skutočnosti, že autorský kolektív je tvorený štvoricou autorov, je ľahko pochopiteľný a zrozumiteľný jednotný štýl spracovania zrejmy, pričom obsah i formát publikácie vychádza i z jej potenciálneho využitia ako vysokoškolskej učebnice a nereprezentuje tak „len“ výstup riešenia výskumného projektu VEGA č. 1/0876/17, s názvom „Výskum kognitívno-behaviorálnych determinantov difúzie produktových inovácií na trhoch EÚ“.

Už vlastná štruktúra monografie svedčí o evidentnej erudovanosti štvorice autorov v predmetnej oblasti, pričom popri úvode a závere je text štruktúrovaný do šiestich kapitol. K daným kapitolám je nevyhnutné prirátať aj rozsahom nadštandardné prílohy (takmer 100 strán), ktoré však tvoria integrálnu súčasť jej vlastného textu. Od vymedzenia podstaty neuromarketingu a jeho postavenia v marketingu sa plynulo prechádza k problematike spotrebiteľského správania, následne cez modely kognitívneho správania spotrebiteľov k možnostiam výskumu vnímania vizuálnych podnetov až po realizovaný experiment a jeho výsledky, končiac pritom vybranými etickými aspektmi neuromarketingu a prílohami.

Predovšetkým pri spracovaní priebehu realizácie a výsledkov primárneho výskumu, resp. realizovaných experimentov je možné oceniť hlavne časti venované analýze reakčných časov obľúbenosti značky, spracovaniu rozhodnutí o výhodnosti akcií, výsledkom komparácie dvojíc banerov, či „en bloc“ identifikácii okruhov s priamymi konzekvenciami na ovplyvňovanie spotrebiteľského správania. Zreteľa hodné (a v mnohých smeroch aj prekvapujúce) výsledky sú pritom prezentované (nielen) v závere kapitoly 5.1. a v nasledujúcich kapitolách 5.2 a 5.3, resp. potvrdenie predpokladov a verifikácia vybraných hypotéz v samostatnej kapitole 5.4 Závěry z vykonaného výskumu. Čo je možné ďalej oceniť, je skutočnosť, že pracovanie recenzovanej monografie sa opiera o naozaj rozsiahle a relevantné zdroje prevažne zahraničnej proveniencie uvádzané v časti Literatúra.

Napriek nesporným pozitívam predkladanej publikácie, je možné identifikovať niekoľko námetov či poznámok. Autori mohli venovať aspoň minimálny priestor behaviorálnej ekonómii v kontexte skúmanej problematiky. Pri spracovaní problematiky správania spotrebiteľov – keďže publikácia a aj realizovaný primárny výskum sú implicitne orientované aj na oblasť marketingovej komunikácie – by bola očakávaná zmienka o AIDA modeli, príp. aj o jeho ďalších variantoch. Monografia primárne vychádza z realizovaného experimentu a prináša celý rad inšpiratívnych príkladov využitia neuromarketingu v praxi. Bolo by však možné zvážiť aj uvedenie ďalších konkrétnych príkladov zo slovenskej hospodárskej praxe, a to napr. v podobe krátkych prípadových štúdií. Čitateľovi možno budú chýbať aj ukážky kamerových záznamov, ktoré boli skúmané po jednotlivých realizovaných meraniach (čo je, prirodzene, pochopiteľné, keďže ide o tradičný formát publikácie).

Celkovo je možné konštatovať, že predkladaná publikácia charakteru monografie štvorice autorov Šlosár – Majtán – Štetka – Grisáková je svojim spracovaním prínosná a originálna, autori plne reflektujú jej potenciálne využitie aj ako vysokoškolskej učebnice. Svoju pozornosť by na ňu mali zamerať tak marketingoví manažéri pôsobiaci na všetkých úrovniach riadenia, ako aj budúci marketéri – študenti študijných programov orientovaných na obchod, marketing, manažment či príbuzné oblasti, ale aj ich učitelia pre inšpiráciu i rozšírenie ich existujúceho poznania.

DICTIONARY OF USEFUL MARKETING TERMS

layout | **layout, usporiadanie, dispozície** — She likes the layout of this modern house. | *Páči sa jej usporiadanie tohto moderného domu.*

lead | **riadiť, viesť** — Gandhi and Martin Luther King both led campaigns of civil disobedience to try to persuade the authorities to change their policies. | *Gandhi a Martin Luther King viedli kampane občianskej neposlušnosti, aby sa pokúsili presvedčiť úradníkov, aby zmenili svoju politiku.*

leader | **vodca** — The opposition leader led a very forceful attack on the government in the parliament. | *Opozičný vodca viedol veľmi silný útok na vládu v parlamente.*

leading question | **hlavná otázka** — It is a leading question and one which deserves earnest investigation. | *Je to hlavná otázka, ktorá si zaslúži seriózne vyšetrenie.*

leaflet | **leták** — Staff stood outside the supermarket handing out leaflets advertising the discounts. | *Personál stál pred supermarketom a rozdával letáky propagujúce zľavy.*

learning curve | **krivka učenia sa** — It has been a learning curve for the company in discovering what works and what doesn't. | *Je to krivka učenia sa pre spoločnosť pri objavovaní toho, čo funguje a čo nie.*

learning organization | **učiac sa organizácia** — The learning organization acquires knowledge and innovates fast enough to survive in a rapidly changing environment. | *Vzdelávacia organizácia získava vedomosti a inovuje dostatočne rýchlo, aby prežila v rýchlo sa meniacom prostredí.*

lease | **prenájom, prenajať** — The family has the house on a long lease. | *Rodina má dom na dlhodobý prenájom.*

legal | **zákonný, legálny** — This non-profit organization offers free legal advice to people on low incomes. | *Táto nezisková organizácia ponúka bezplatné právne poradenstvo ľuďom s nízkymi príjmami.*

legal adviser | **právny poradca** — Most legal advisers are former attorneys or advocates who want to go into a corporate environment. | *Väčšina právnych poradcov sú bývalí právnici alebo advokáti, ktorí chcú ísť do firemného prostredia.*

legal currency | **mena** — Scottish banknotes are legal currency throughout the United Kingdom. | *Škótske bankovky sú zákonnou menou v celom Spojenom kráľovstve.*

legalization/legalisation (BrE) | **legalizácia** — People voice opposition to legalization of gambling. | *Ludia vyjadrujú nesúhlas s legalizáciou hazardných hier.*

legalize/legalise (BrE) | **legalizovať** — Their local authority wanted to legalize gambling in the city. | *Ich miestna samospráva chcela legalizovať hazardné hry v meste.*

legality | **legálnosť, zákonnosť** — Ethical responsibility and the legality of an action are two different things and sometimes they can be in conflict. | *Etická zodpovednosť a zákonnosť konania sú dve rôzne veci a niekedy môžu byť v konflikte.*

legally | **právne** — The contract between the seller and the purchaser was legally binding. | *Zmluva medzi predávajúcim a kupujúcim bola právne záväzná.*

legend | **legenda, historka** — In the case of King Arthur, legend and truth are often inextricable. | *V prípade kráľa Artuša sú legenda a pravda často neoddeliteľné.*

legislation | **legislatíva** — There are some ambiguities in the corporate legislation. | *V podnikovej legislatíve existujú určité nejasnosti.*

leisure center | **centrum voľného času** — His rehabilitation program takes place in the local leisure center. | *Jeho rehabilitačný program sa koná v miestnom centre voľného času.*

leisure time | **voľný čas** — The consumers engaged in shopping during their leisure time make it sure that the malls would be existent for a long time. | *Spotrebiteľia, ktorí sa vo svojom voľnom čase venujú nakupovaniu, sú zárukou toho, že nákupné centrá tu budú ešte dlho pôsobiť.*

letter | **list** — The first paragraph of a typical business letter is used to state the main point of the letter. | *Prvý odsek typického obchodného listu obsahuje hlavnú myšlienku.*

letter of application | **žiadost' o prijatie do zamestnania** — Effective letters of application explain why you are a qualified candidate for the advertised job and identify your most relevant skills. | *Efektívne žiadosti o prijatie do zamestnania vysvetľujú, prečo ste kvalifikovaným kandidátom na inzerovanú pozíciu a identifikujú vaše najrelevantnejšie zručnosti.*

letter of complaint | **sťažnosť** — The manufacturers reported to have received a lot of letters of complaint from dissatisfied customers. | *Výrobcovia oznámili, že dostali veľa sťažností od nespokojných zákazníkov.*

level | **úroveň** — Our main objective is to improve the company's low level of productivity. | *Naším hlavným cieľom je zlepšiť nízku úroveň produktivity spoločnosti.*

levy | **daň** — The government imposed an additional levy on alcohol and tobacco. | *Vláda zaviedla dodatočnú daň na alkohol a tabak.*

liabilities | **pasíva, dlhy, záväzky** — The company has liabilities of 3 million euros. | *Spoločnosť má záväzky vo výške 3 milióny eur.*

liability | **záväzok, povinnosť, zodpovednosť** — Their warranty clearly states the limits of their liability. | *Ich záruka jasne stanovuje limity ich zodpovednosti.*

liability management | **riadenie, manažment zodpovednosti** — Liability management is the process by which financial institutions balance outstanding liabilities with appropriate liquidity reserves. | *Manažment zodpovednosti je proces, ktorým si finančné inštitúcie kompenzujú nesplatené záväzky pomocou svojich rezerv.*

liable | **zodpovedný** — The Managing Director was liable for the company's debts. | *Riaditeľ bol zodpovedný za dlhy spoločnosti.*

Literatúra | List of References — [1] businessdictionary.com, 2019. [online]. [cit. 2019-01-20]. Dostupné na: <<http://www.businessdictionary.com>> | [2] dictionary.cambridge.org, 2019. [online]. [cit. 2019-01-20]. Dostupné na: <<https://dictionary.cambridge.org>> | [3] Ivanovic, A. a Collin, P. H., 2003. Dictionary of Marketing. London: Bloomsbury, 2003. ISBN 0-7475-6621-6. | [4] meriam-webster.com, 2019. [online]. [cit. 2019-01-20]. Dostupné na: <www.meriam-webster.com>

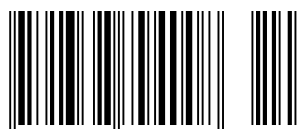
**INDUSTRIAL SERVICE EXCELLENCE
IN MANUFACTURING COMPANIES:
A NEO-CONFIGURATIONAL PERSPECTIVE**

**COMMUNICATION TRENDS IN
FORMATION OF INSTITUTIONAL
BUSINESS ENVIRONMENT IN TOURISM
OF ST. PETERSBURG**

**THE EFFECT OF COMPANY GUEST
SPEAKERS ON PERCEIVED EMPLOYER
ATTRACTIVENESS**

CRM V TELEKOMUNIKAČNEJ FIRME

**WHY POLITICAL CORRECTNESS
AND AFFIRMATIVE ACTION DO NOT
WORK IN MARKETING**



9 771338 794008 10