

# **MARKETING**

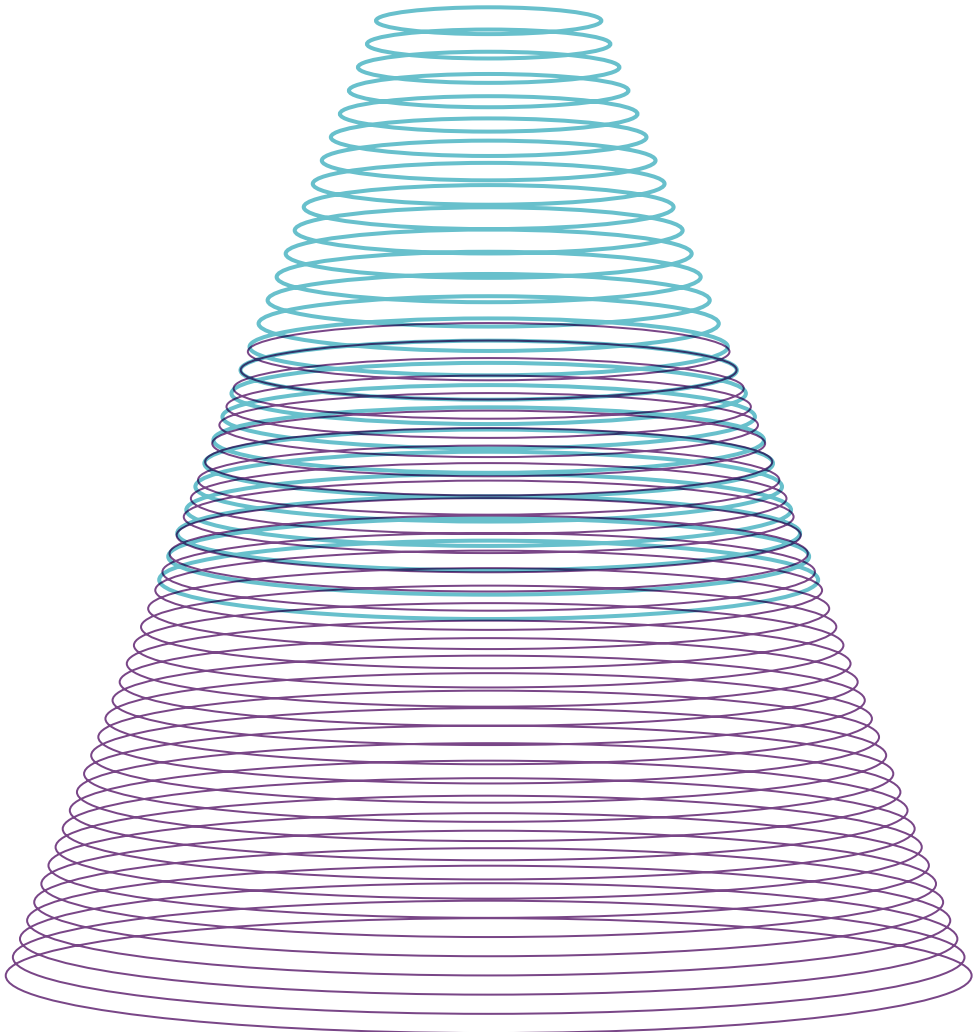
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# **SCIENCE**

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# **& INSPIRATIONS**

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# EVALUATION OF EASTERN-CENTRAL EUROPEAN CITIZEN'S DECISION-MAKING STYLE – A COMPARATIVE STUDY. PART II.

**Having looked at western and Eastern-Central European adverts, the prominence of fact-based commercials was identified in ECE countries, whereas most of the western advertisements creatively take the audience to a journey, while showing limited information. This comparative study evaluates the reasons for this phenomenon, while answers the following questions: What kind of identity emerges as a consequence of the turbulent political and economic changes, as consumers' transition from a communist to a democratic country? What kind of adverts do ECE consumers prefer? What influences their decision-making? The first part of the publication looks at identity formation from an academic point of view, with its main focus on Slovak consumers.**

**The second part of the contribution analyses the research findings. The research contributes to the understanding of the potential for travel to change the way that adverts are understood among ECE consumers. Travelling and exposure to different cultures earlier in life altered ECE consumers' tendency to deconstruct transformational adverts. Based on the research findings, a marketing strategy for foreign brands wanting to penetrate the ECE market was devised.**

## 1.4 Issues of institutional trust and its effects on ECE consumers risk aversion

— A further reason behind ECE consumer's need for detailed information in advertisement may arise from their lacking social trust (Boda and Medve-Bálint 2014). Social trust is “generalised reciprocity and trust, learned from participation in networks of civic engagement” (Letki and Evans 2002, p. 5). Putnam (2000) and Inglehart (1990, 1999) claimed that social trust benefits individuals, by influencing trust in institutions, and impacts individuals' need for product related information. Letki and Evans (2002) conducted a survey-based analysis to observe how social trust and the economic and political development of ECE countries is interrelated, and concluded that Slovakia, Czech Republic and Hungary have the lowest social trust, political and economic satisfaction out of the other ECE countries; they believe to have no power to influence governmental actions and found the economic situation dissatisfactory. Kong (2013, p. 849) argued that countries where individuals experience low social

trust, “utilise intercultural experience as a way of gathering information”, and blame the government for their problems.

Boda and Medve-Balint (2014) compared Western European and ECE countries' trust levels, concluding that ECE inhabitants have lower institutional trust, due to the transitional process and disapproval towards the “legitimacy of ECE political systems and institutions” (Boda and Medve-Balint 2014, p. 1). UK citizens trust the local institutions and the government, but not EU institutions, whereas ECE countries lay more trust into international institutions (Sapir et al. 2012). Consequently, UK consumers do not require much organisation-related information in adverts, whereas the opposite is true for ECE citizens.

Institutional trust also depends on individuals' success, economic safety and prosperity in social lives (Boda and Medve-Balint 2014). According to Brouthers et al. (1998), power distance also influences institutional trust. Hofstede (1980) characterized power distance as a: “measure of trust inherent in a culture...level of trust in a society and the need for formal control” (Brouthers et al. 1988, p. 488). Citizens from high power distance cultures display lower levels of trust than people from low power distance countries (Shane 1994). Since Slovak citizens have higher power distance, they should display lower trust levels towards authority and formal control, which may in turn explain why they require more information in adverts to make decisions.

Even though trust may depend on institutions' performance, and individuals' social and economic well-being, the transition process from a soviet to a democratic country and the devastating outcomes of the financial crisis also have an impact. Lack of trust in the government and institutions may influence ECE's need for more information in adverts, enabling the citizens to overcome their mistrust. In summary, it is proposed:

| Proposition 1: That western experience- and transformation-based advertisement does not convince the ECE customer base, but confuses them, due to their lacking institutional trust levels, higher risk aversion and uncertainty avoidance.

**2 The new consumer** — Customers in developed markets gain product-relevant knowledge through several sources: from advertisements (Coulter et al. 2001), influence from others (Feick and Price 1987), personal product experience (Kempf and Smith 1998), personal information search (Srinivasan and Ratchford, 1991), social media and the internet (Tuten and Solomon 2017).

Feick et al. (1995) contrasted US and Hungarian customer's information search habits a few years after the dissolution of the Soviet Union. Feick et al. (1995) concluded that Hungarian consumers extensively search for product related information, and do not trust personal information sources, friends and family, because of their ‘unreliability’. Hungarian women do not use cues that indicate quality, are sceptical about marketing, and do not trust advertisements. Some Hungarians identified packaging and price as signals of quality, yet some customers still believe that western products lack quality ingredients.

According to the research, 45% of Hungarian customers fall into the cluster of Self-Reliant: they research the product on their own, but do not ask experts for help. 15% of the people are risk averse and not interested in the new market information, and 18% claimed that they favor Western brands.

The research concluded that Hungarians search for extensive information when purchasing, because of their limited prior experience and knowledge about the brand. However, the research was conducted in 1992, when customers identity started to develop, hence their findings may not be adequate today. Consequently, the impact of risk aversion on advert preference needs to be observed. It is assumed:

| *Proposition 2: That increased amount of information in the adverts signal increased quality and lowers perceived risk for ECE citizens.*

Advertising became the main source of product knowledge in the 1990s, and citizens spent more time researching information about new products (Coulter et al. 2005). The researchers identified a positive relationship between knowledge and brand experience, and concluded that “knowledge did not mediate the effects of either brand experience or media use on confidence in choice” (Coulter et al. 2005, p. 613). Even though more adverts are broadcasted, Hungarian customers’ search for information did not decrease; it was still a significant source of product knowledge, due to increased product choice and decreased amount of other “favoured choice heuristics”, such as “country-of-origin” (Coulter et al. 2005, p. 614). Furthermore, a research by Nagyová et al. (2014) confirmed that Slovak consumers are still influenced by the price, location and product quality when making decisions.

The literature review highlighted that ECE consumers began their transition to a western consumer, yet search for informational individually, rather than relying on adverts; demonstrate low trust towards brands, impacting their decision-making styles. Thus, it is expected:

| *Proposition 3: That ECE citizens take into account price, personal experience, brand awareness and factual information when making decisions, thus informative adverts are more appealing.*

## **2.1 Differences between the ECE countries leads to different Euro- Consumer clusters with differing advertising needs and identities**

— Differences between post-socialist countries and their citizens can be observed (Manrai et al. 2001). Heterogeneity, namely “culture, history, language, and the duration and intensity of Communism and its economic doctrine... industrial development... approach towards the transition to a market economy” (Skinner et al. 2008, p. 195) contributed to these differences. Consequently, Euro-Consumer clusters were established, and marketing strategies adjusted to these homogenous markets (Van der Merwe and L’Huillier 1989). According to Skinner et al. (2008), differences can be explored between the Central (Slovakia, Hungary) and the Eastern European (Ukraine, Russia) countries, arising from heterogeneity factors. These individuals have different identities, attitudes towards advertising practice and decision-making styles. As generalisation on identity formation and decision-making among these different clusters

would be problematic, the researcher chose to lay more emphasis on Central European countries for this research scope.

In summary, ECE countries have different needs, identities and decision-making styles, affecting their responses towards advertising practice. According to the literature, Slovakia and Hungary are more westernized ECE countries, yet are very different from Western European nations. Consequently, it is expected:

| *Proposition 4: That age, gender, and the country of origin have an impact on individuals responses towards informational and transformational adverts.*

## **3 Informational and transformational adverts, and their deconstruction**

— Puto and Wells (1984) differentiated between informational (highly cognitive) and transformational (highly experiential) adverts. Puto and Wells (1984, p. 638) characterized information adverts as containing “factual (i.e., presumably verifiable), relevant brand data in a clear and logical manner; [they enable the assessment of] the merits of buying the brand after having seen the advertisement”. An advert only becomes informational, if the consumer believes and claims its’ factual value.

Puto and Wells (1984, p. 638) characterized transformational adverts as ones that associate “the experience of using (consuming) the advertised brand with a unique set of psychological characteristics which would not typically be associated with the brand experience to the same degree without exposure to the advertisement”. Transformational adverts describe the brands’ consumption experience by associating emotions awakened by the advert with the experience of using the product.

### **3.1 ECE adverts are more informational, as a result of higher risk aversion and market age**

— Bao et al. (2003, p. 750) argued that high-risk aversion has a negative aftermath on “recreational and hedonistic” orientation: the emotional response towards adverts (Holbrook 1983). Consequently, if ECE countries have higher risk-aversion, they should prefer utilitarian, informational adverts to transformational, hedonistic ones.

ECE consumers could also prefer informational adverts their identity was developed in a new market. Chandy et al. (2001, p. 400) claimed that argument-based appeal (informational adverts) is broadcasted in new markets, whereas emotion-based, transformational adverts are popular in older markets, because of the “intrinsic differences in consumers’ motivation and ability to process information”. Customers from developing markets have no product-related information and knowledge, limited feedback through word-of-mouth, and possess definite amount of product-related experience. Consequently, they require advertisements to decrease the perceived risk associated with decision-making, whereas customers who have experience with products, pay less attention to advertising practice, since they need less information to make purchase related decisions.

Consequently, western countries should have more transformational adverts, due to their vast experience with products. Nevertheless, ECE countries should have

more informational adverts, as a consequence of younger market age and higher risk aversion (Schumann et al. 1990).

**3.2 The process of advert deconstruction depends on the socio-cultural background of the individual** —

Extent literature presented above shows why ECE adverts tend to be more informational. First, citizens are more risk averse, thus need the brands reassurance about quality and value for money. Second, the essence of a „new market“ increases need for information about unknown brands. A further reason may stem from the disability to deconstruct transformational adverts. According to O’Donohue (1994), who draw on the users and gratifications theory, marketing does not serve people, but people do something with advertisements: the “ads only value is that which the consumer gives it” (O’Donohue 1994, p. 56). The ability to deconstruct adverts depends on the cultural, historical and social background of individuals.

Consumers interpret advertising messages in light of their cultural knowledge of texts and visual signs; consequently, individuals interpret adverts differently within various cross-cultural markets. Personal experience also influences deconstruction of adverts. Thus, not only the culturally embedded conventional meanings, symbolic and arbitrary relationships, but individual’s life project and themes, experiences and perceptions have an influence on advert deconstruction, and the ability to understand transformational adverts (Mick and Buhl 1992).

**4 Goal and methodology** — The literature review identified four propositions with regards to ECE consumer’s decision-making styles and their attitude towards adverts. The aim of the research is to establish how ECE consumers make decisions, how did the turbulent economic and historical background impact their consumer identity and whether they prefer informational adverts over transformational ones.

To address the above outlined goal, a mixed method approach was chosen: quantitative self-completion survey and qualitative semi-structured interviews. The mixed-method approach enabled the researcher to overcome the drawbacks of quantitative and qualitative research methods. A mixed-method approach bridges the gap between the low validity and reliability of qualitative interviewing practice and the risk of losing valuable information through solely focusing on quantitative survey findings. Qualitative research enables generalization and certainty about differences in responses towards adverts, and semi-structured interviews provide an in-depth understanding of the reasons for advert preference. Phenomenological interviewing, along with the life history approach were used to give the in-depth answers a context, and to better understand individuals’ opinions.

To be certain about whether ECE consumers react and interpret informational and transformational adverts differently, self-completion questionnaires were used. Self-completion questionnaires are sources of quantitative information; display closed questions and are shorter and easy-to-follow, to overcome the risk of ‘respondent fatigue’ (Bryman and Bell 2013, p. 232).

Semi-structured interview uses some pre-set questions as “interview guides” (Bryman and Bell 2013, p. 467). According to Leidner (1993), such interviewing prac-

tice allows a certain degree of structure, yet is flexible enough to “pursue topics of particular interest” (Leidner 1993, p. 238).

To evaluate the interview answers, understanding of answer context is necessary: phenomenological interviewing practice focuses on “direct description of a particular situation or event as it is lived through without offering causal explanations or interpretive generalizations” (Given 2008, p. 618). The interview enables exploration and gathering of “experiential narrative material, stories or anecdotes” (Van Manen 2011). Individuals’ life history is also pivotal in gaining deeper insight into interviewees’ reaction to adverts. The life history method is defined as documenting “the inner experience of individuals, how they interpret, understand and define the world around them” (Faraday and Plummer 1979, p. 776). The method incorporates the evaluation of important life themes (“text meanings of and about the reader”) and projects (fluctuates “in accordance with changes in circumstances and life cycle”) (Mick and Buhl 1992, p. 318).

According to Mick and Buhl (1992, p. 319), the customer is embedded in the social and cultural context inherited at birth; yet traverses through a “life history and resides in a current life-world that includes personal life themes and life projects”.

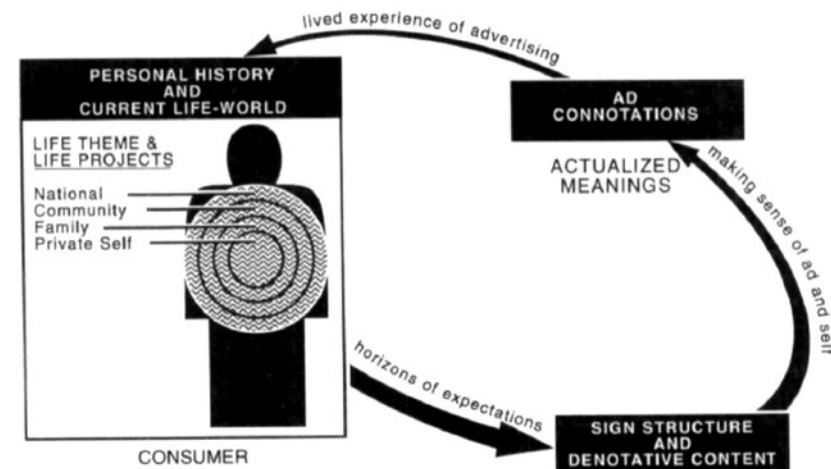


FIGURE 2: SOCIOCULTURAL CONTEXT; SOURCE: MICK AND BUHL (1992, P. 320)

**4.1 Research limitation** — The research is limited in its scope: due to the limited nature of the project, not every ECE country was observed. The author laid emphasis on Slovak consumer’s decision-making style, rather than focusing on every ECE country and its’ consumers. ECE countries and consumers are not homogenous, and hence generalization cannot be drawn. The research was conducted and presented in the form of a comparative study, with its main aim of focusing on the differences in identity formulation of post-communist and western consumers. Moreover, the scope of the project is limited in terms of the number of participants. However, the researcher was trying to overcome the above limitations through a more comprehensive and focused interviewing practice.

Furthermore, the scope of the research lacks in-depth analysis on how social media and the rise of marketing technology influences consumer’s decision-making

(Jayaram et al. 2015). This is because the researcher wanted to focus on how decision-making and consumer identity formation was influenced by the historical and cultural factors.

**4.2 Data sources** — Firstly, eighty participants were required to fill out a survey on their reaction to two adverts: one transformational and one informational. Sixty Slovak consumers and twenty UK consumers contributed to the survey. Fifty-eight questions, on empathetic tendencies towards adverts were asked. Responses were given through a five-point Likert scale, that ranged from strongly disagree to strongly agree. The method and the questions were adapted from Puto and Wells's research (1984).

Nine individuals born and raised in Slovakia were interviewed; their responses, along with the survey results that measured deconstructive ability and understanding of different adverts, were merged and further evaluated. Limitation arising from translation from Slovak to English was partially reduced by "using fluid descriptions of meanings" during interviewing (van Nes et al. 2010).

**4.3 Data analysis** — Quantitative data was analysed with SPSS techniques in three steps. First, a factor analysis was conducted, that identified the same two factors, informational and transformational, as Puto and Wells (1984). Second, Cronbach's coefficient alpha measurements were conducted, and the both informational and transformational levels were found to be borderline acceptable (Nunnally 1978). Third, regression analysis was performed (Bryman and Bell 2011).

Qualitative data was analysed in two steps. First, participants opinions were translated to English, and coded based on seven codes identified that fall into four broad categories: difference between UK and ECE adverts, ECE adverts during the communism, efficiency of advertising strategies and decision-making styles. Second, life history method (Mick and Buhl 1992) and phenomenological approach (Given 2008) were used to analyse the context of responses, and provide deeper understanding.

**5 Findings** — The findings section is divided into two parts: first, the quantitative research summaries are presented, followed by the qualitative interview findings.

**5.1 Quantitative research findings** —

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.032	.451		6.720	.000
Age	-.039	.119	-.040	-.327	.745
Gender	-.190	.175	-.136	-1.088	.281
Where are you from?	.045	.102	.055	.439	.662

A. DEPENDENT VARIABLE: TRANSFORMATIONAL MEAN

TABLE 1: REGRESSION COEFFICIENTS FOR TRANSFORMATIONAL FACTOR; SOURCE: AUTHOR

The standardized coefficient shows that individuals' country of origin (0.055) has a bigger effect on their response to informational adverts, than age (-0.04) or gender (-0.136).

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.895	.377		5.026	.000
Age	.156	.095	.218	1.638	.107
Gender	-.144	.158	-.123	-.913	.366
Where are you from?	.144	.082	.238	1.749	.086*

A. DEPENDENT VARIABLE: INFORMATIONALMEAN

TABLE 2: REGRESSION COEFFICIENTS FOR INFORMATIONAL FACTOR; SOURCE: AUTHOR

The standardized coefficient shows that individuals' country of origin (0.238) has a bigger effect on their response to informational adverts, than age (0.218) or gender (-0.123). If borderline levels of significance are accepted (\*p<0.1), individuals' origin ("where are you from") is significant (0.086), although it has a weak effect. However, the composition of the sample (20 respondents from the United Kingdom, and 60 from Slovakia) does not allow the effects' identification with more confidence. A group of 20 people for a binary variable in a regression model does allow the variable to be included, but this is a threshold to acceptance. If the research were conducted with a larger sample size, the degrees of freedom would have increased, boosting confidence levels. The following two tables outline the differences between the level of persuasion by the informational and transformational advert among ECE and UK consumers.

INFORMATIONAL ADVERT	ECE RESPONSES (n=60)	ECE mean	ECE standard deviation	UK RESPONSES (n=20)	UK mean	UK standard deviation
Did this commercial convince you to buy the product?	64% yes 36% no	1.37	1.37	36% yes 64% no	1.643	0.479
Did this commercial provide you with enough information to buy this product?	68% yes 32% no	1.334	1.334	86% yes 14% no	1.143	0.35
After seeing this commercial, would you like to search for more information about the product on your own?	6% yes 89% no	1.8845	1.8845	14% yes 85% no	1.857	0.35

TABLE 3: INFORMATIONAL ADVERTS; SOURCE: AUTHOR

INFORMATIONAL ADVERT	ECE RES- PONSES (n=60)	ECE mean	ECE standard deviation	UK RES- PONSES (n=20)	UK mean	UK standard deviation
Did this commercial convince you to buy the product?	9% yes 91% no	1.911	0.28	14% yes 86% no	1.857	0.35
Did this commercial provide you with enough information to buy this product?	9% yes 91% no	1.95	0.223	7% yes 93% no	1.929	0.258
After seeing this commercial, would you like to search for more information about the product on your own?	9% yes 91% no	1.921	0.299	14% yes 85% no	1.857	0.094

TABLE 4: TRANSFORMATIONAL ADVERTS; SOURCE: AUTHOR

The survey used an instrument developed by Puto and Wells (1984) to categorize individuals based on responses towards informational and transformational adverts. The same two factors that the researchers identified were established: informational and transformational. This signals that consumers were able to respond to the adverts based on their empathetic tendencies. As found by Puto and Wells (1984), both factors were considered reliable, since the value of Cronbach's alpha was borderline acceptable for explanatory research.

The regression model for transformational factor indicated no significant correlation between the dependent and independent variables, thus none of the independent variables (age, gender, country of origin) were associated with respondents' survey answers.

However, the regression model for the informational factor showed that country of origin contributes statistically significantly to the model, if borderline level of significance is accepted, meaning that country of origin is associated with individuals' responses to the advert. Based on the qualitative findings, the fourth proposition is partially rejected:

| *Proposition 4: That age, gender and the country of origin have an impact on individuals' responses towards informational and transformational adverts.*

Reasons for the decision are examined in the discussion, and the possibility of a methodological error is outlined.

**5.2 Qualitative research findings** — The interviews revealed that preference towards informational adverts stems from the historical and economic background of ECE countries, while highlighting that value for money and brand loyalty are the most important factors in the decision-making process. The interview findings are presented based on these two topics identified.

**5.2.1 First topic: the preference towards informational adverts arose from the lack of facts during communism** — Informants who had more chance to travel in their childhood claimed that the transformational advert made them curious and was convincing enough to try the product out. According to an Informant, "the [informational advert for chocolate] was boring...there are better ways to advertise the chocolate... [in the transformational advert], the kids are funny and I would not switch to another TV channel while watching it".

On the other hand, those who did not travel claimed that they either did not understand the transformational advert, or the advert did not evoke an interest and thus did not convince them to buy the product; the transformational advert, as for an Informant, presented "another culture and values, and these do not fit the values and beliefs of our culture... we are old-fashioned".

As a consequence, the first proposition is partially rejected, since the transformational advert only confused those consumers who did not travel:

| *Proposition 1: That western transformational advertisement does not convince the ECE customer base, but confuse them.*

However, the interviewees claimed that the informational advert is more convincing for the ECE consumer base, since it contains more information about the product: according to another Informant, consumers need more facts arising from the lack of information during communism: "we are curious about how the product is made, about the ingredients... western people are used to adverts, they do not care about the ingredients, they want the advert to grab their attention immediately". This may be because "people in the past [during communism], had to think ahead, had to plan rationally", consequently, they need an advert to tell them "what we should do, what we should buy".

Furthermore, an informant claimed that western markets are generally more competitive, thus brands want to distinguish themselves by creating a brand personality through transformational, creative adverts that consumers can buy into. The interviewee argued that this is not the case in a post-socialist country, such as Slovakia: individuals either require adverts to provide them with more information, alternatively they search for information on their own, or they trust the brand they have been using for a long time. Consequently, the second proposition is accepted:

| *Proposition 2: That increased amount of information in the advert signals increased quality and lowers perceived risk for ECE citizens.*

**5.2.2 Second topic: Value for money and brand experience are the two most important factors when making decisions** — One informant believes that the most successful companies in Slovakia do not have to advertise themselves, since the single "most important thing, that is good value for money, does not need advertisement". He also believes that only those advertise (banks, broadband and phone providers, pharmaceuticals) who constantly innovate their products, and have entered Slovakia after the fall of communism. Respondents agreed that products introduced during the communism that are still present on the shelves do not need to advertise:

“people remember the good quality of those products, and even though they may try to experiment, would probably go back to the brand they know”.

Respondents highlighted that price and quality are more important than advertisements: an informant claimed that “only those brands advertise that do not have good quality products”. People rely on their brand experience and word-of-mouth, yet most of the time, do not trust the advertisements, rather are loyal to brands that have been present for longer: “I would always buy the product I trust and have experience with over a product that has an amazing advertisement” claimed another informant. Consequently, the third proposition is accepted, and further investigated in the discussion:

| *Proposition 3: That ECE citizens take into account price, personal experience, brand awareness and factual information when making decisions, thus informative adverts are more appealing.*

In sum, the findings enabled the researcher to devise two themes influencing ECE consumers’ ability to deconstruct an advert: tendency to read-in and travelling. These are evaluated in the following section.

**6 Discussion** — The empirical work enabled acceptance or rejection of the four propositions identified in the literature review. Additional insight emerged in relation to the propositions, evaluated in the following section. The quantitative and qualitative research found:

- | *1. That western transformational advertisement confuses ECE consumers who have not travelled, yet does not confuse ECE consumers who have travelled.*
- | *2. That increased amount of information in the adverts signals increased quality and lowers perceived risk for ECE citizens.*
- | *3. That ECE citizens take into account price, personal experience, brand awareness and factual information when making decisions, thus informative adverts are more appealing.*
- | *4. That country of origin has a weak effect on individuals’ responses towards informational adverts.*

Based on the empirical findings, two themes have emerged: first, the experience of international travel; second, the ability and willingness to deconstruct texts. These affect ECE consumers’ deconstructive ability, and decision-making styles.

**6.1 First theme: the amount of travelling in childhood** — Based on the quantitative research findings, country of origin has a weak impact on individuals’ responses to informational adverts; none of the other demographic variables clarified responses to transformational adverts. The qualitative research suggests that the amount one travelled as a child explains attitudes towards adverts: individuals who travelled more were persuaded by the transformational advert and were able to read-in and relate it to their life themes and projects (Mick and Buhl 1992; Shankar, 1999). Individuals who did not travel did not understand the transformational advert and

were not able to deconstruct it, since these adverts, as per an informant, represent “another culture and values”.

Travelling in early childhood leads to increased competency, skepticism towards advertisements, the understanding of its aims and exposure to different views. According to Wright (1986, p.1), individuals who were exposed to advertising practice earlier in life, develop a “schemer schema”, an “intuitive theory about marketers influence tactics” through a basic understanding of consumers and their role. It leads to understanding of advertising practice and results in skepticism towards marketing (Moschis and Moore, 1979, Moschis and Churchill 1979).

Arguably, individuals who did not travel did not develop the schemer schema: the competency to deconstruct an advert in the early stages of their life (Wright 1986). Individuals, who have indicated that travelling forms part of their life projects, were convinced by the transformational advert, found it “funny, interesting, persuasive and personally appealing”; were not distracted from “critical product content”, because they are socially and culturally competent to process these complicated visual messages (Chandy et al. 2001, p. 402). These findings support Ang’s (1990) argument: advert deconstruction depends on culture, social and historical background of individuals, their life project and themes (Mick and Buhl 1992). Deconstruction also builds on individual competency: the more competent consumers are, the more complicated visual structures they can cope with. Therefore, travelling may have increased competency in earlier life, leading to easier advert deconstruction.

In sum, ECE consumers who have travelled in their childhood and been exposed to advertising practice and different cultures earlier are more open-minded, yet skeptical towards adverts: they can understand transformational adverts, can easily deconstruct informational advert, and do not attempt to extract the information on its own, rather try to find ‘themselves’ in the advert. Individuals who have not travelled and not been exposed to adverts, have not learned the fundamentals of advertising practice early in life, believe that only informational adverts are part of the natural environment, thus do not question their meaning. They prefer adverts that are similar to the socialist persuasion style: they have always been told what to do, thus they want brands and adverts to guide them, rather than transform them.

This explains why the empirical findings differed from the fourth proposition devised from extant literature (*That age, gender and the country of origin have an impact on individuals’ responses towards informational and transformational advert*); the quantitative research only indicated country of origin to have a weak effect on individuals’ responses towards informational advert. A factor not considered in the quantitative research emerged through observations during qualitative interviewing: travelling deviates responses towards transformational adverts among ECE consumers.

The first proposition was partially rejected, (*That western transformational advertisement does not convince the ECE customer base, but confuse them*), since transformational adverts only confused the consumers who have not travelled, did not develop a schemer schema and learn advert deconstruction in their early life. Open-minded in-



dividuals were not confused by adverts: they successfully deconstructed transformational adverts in relation to their life themes and projects.

The small sample size of the quantitative research may deviate these findings. A group of 20 UK consumers for a binary variable in a regression model does allow the variable to be included, however, is a threshold level acceptance (Bryman and Bell 2011). Further research should consult a larger sample size to increase confidence levels. Research should also focus on travelling as an independent variable in quantitative research that deviates responses towards informational and transformational adverts.

**6.2 Second theme: the tendency to read-in** — The extent literature highlighted that need for decision-making guidance in adverts arose from the lack of institutional trust (Letki and Evans 2002, Boda and Medve-Balint 2014, Brouthers et al. 1998), higher risk aversion and uncertainty avoidance (Hofstede 1980, Matzler et al. 2008), stemming from the turbulent historical and cultural changes (Bakacsi et al. 2002, Szabo 2006).

The research findings indicate that ECE consumers need more information when making decisions yet do not search for additional information on their own; therefore, adverts should contain sufficient amount of facts. The advert should not be about the individual, its' life themes and projects (Mick and Buhl 1992), but about the product: if an advert is transformational, it is confusing, because ECE consumers are not able or willing to read-in (depending on the amount of childhood travel). ECE consumers perceive the advert to be part of the traditional (classical) approach to communication: the marketer constructs the message, and the reader deconstructs the same message, without the prominence of noise factor (Gronhaug et al. 1991). The advert does not have degrees of freedom, since it is perceived to be the representation of the product only, rather than the reflection of the self. Contrarily, the findings indicate that non-ECE consumers tend to be more likely to 'read-in', to relate to their life themes and projects while watching the commercial, and deconstruct it in light of their own life (Mick and Buhl 1992).

Even though ECE consumers do not demonstrate a tendency of reading-in, the interviewees indicated that advertisements are a sufficient source of information and are pivotal for brands to sell: adverts persuade them to buy a low involvement product (confectionary or health-care related goods). Adverts need to contain some degree of information to be convincing: informants claimed that "if a product is not advertised with a lot of information, it does not make sense to advertise it at all... that product is not worth our attention, because it is not a good product"; if a "brand is advertised with less information, the company does not have to say anything about that brand".

This finding reinforces Coulter et al.'s argument (2005) who claimed that the importance of advertisement in product information search increased during the 1990s, and as this research found, has been increasing for low involvement products ever since. The reason for this phenomena is the lack of institutional trust: ECE consumers require information from companies to lower their perceived risk, as a consequence of lacking trust (Boda and Medve-Balint 2014). Correspondingly, if the

company does not give out information during its advert, their product is assumed to have low quality and the risk of buying increases.

Interestingly, past research on information search habits indicated that ECE consumers did not obtain information from peers, salespeople and acquaintances, rather relied on personal information search (Feick et al. 1995, Coulter et al. 2005). However, both the interview and survey results indicate that individuals do not search for information personally; they either rely on personal product experience, word-of-mouth, or adverts. Survey results indicate that 68% of the ECE consumers found sufficient amount of information within the informational advert, however, only 6% claimed that they would search for more information on their own (Table 3 and 4).

A further factor influencing ECE consumers' tendency to read-in is brand loyalty. Based on the interview findings, two categories of consumer brand loyalty are identified: ECE citizens who have not travelled in early childhood stay brand loyal due to their risk aversion. The second category consist of ECE citizens who have experienced travelling in their childhood, thus developed the ability to relate to brands on a transformational level, hence perceive brands as part of their identity.

Consumers who have not travelled stay brand loyal towards the brands they first tried in the 1990s, because "people prefer brands they are familiar with, since they do not have money to experiment, or have experimented before and did not like the product". These findings confirm Feick et al.'s (1995) research that ECE consumers in the 1990s would be reluctant to stick to the brand they have used, as a result of negative past experience. Furthermore, the fact that ECE consumers are brand loyal because of their higher risk aversion confirms Vilcekova's (2014) argument: Slovak consumers stay brand loyal due to their positive experience.

The second category of brand loyal individuals, mainly those who have travelled in their childhood, perceive the brand as part of their life theme, evoking positive life experiences and transformation. Fournier and Yao (1997) observed individual life themes and projects as having an effect on brand loyalty and identified different categories of loyalty: first, where the brand has a unique connection to individuals life themes, upbringing and self-expression; second, where one is loyal to multiple brands adopted for different usage purposes; third, where one expressed loyalty to product type, process and form (Gordon 1994). Most of the 'travelled' ECE interviewees belong to the second category; they are loyal to multi-brands used for different occasions. For instance, one informant highlighted that she regularly purchases technological products branded "Orava" because she is satisfied with the quality and associates good memories of family gatherings to these products, resulting in brand loyalty.

In summary, the research findings highlight a paradox of trust; ECE consumers do not trust institutions and brands, however, they trust the information presented by brands in advertisements, due to lacking deconstructive ability. More deconstructive-minded individuals, the ones who travelled, eliminate the paradox of trust, and have the tendency/ability to deconstruct transformational adverts. This may be due to differences in variety seeking behaviour: the respondents who trav-

elled and been introduced to innovative products, may have more trust in institutions than ECE consumers who have not travelled.

Interviewees are not inclined to search for information extensively on their own, thus contradicting Coulter et al. (2005) and Feick et al's (1995) argument in many cases: they rather rely on the help of salespeople, adverts, word-of-mouth and personal experience, and take into account price, brand awareness and facts when making decision; informational adverts are more convincing, since they provide the sufficient decision-making guidance. This explains why the third proposition suggested by the literature was accepted: That ECE citizens take into account price, personal experience, brand awareness, and factual information when making decisions, thus informative adverts are more appealing. Brand loyalty has a strong impact on ECE consumers' decision-making process: even if an advert is informative, they stick to brands they have encountered and limit variety-seeking behaviour, due to negative past experience with experimentation, or the presence of positive life themes.

In light of the empirical work, the second proposition was accepted (*That increased amount of information in the adverts signal increased quality and lowers perceived risk for ECE citizens*). ECE citizens who have not travelled require an advert to be informational: if a "brand is advertised with less information, the company does not have to say anything about that brand". The reason lays in the paradox of trust: ECE consumers lack institutional trust, yet trust the information portrayed by brands in informational adverts, due to the lacking ability of deconstruction. Contrarily, ECE citizens who have travelled in childhood show a tendency to read-in to adverts; they prefer informational commercials, yet have the ability/willingness to deconstruct and be convinced by transformational adverts.

A possible methodological error of badly chosen stimuli may have been present that could deviate the responses towards the adverts: the ad regarded as informational/transformational may not have been informational/transformational enough; further research shall overcome this possible fault. Research should also investigate brand loyalty among the generation born in the 21th century (raised when western brands were established in ECE), to observe whether their family's loyalty to 'old brands' (socialist; early 1990s) impacts the new generations' decision-making style.

### 6.3 Implications for advertisers who want to penetrate the ECE market —

Based on the survey and interview results, ECE consumers prefer informational adverts due to their technocratic, materialist identity. ECE individuals do not trust the institutions and are highly risk-averse. Paradox of trust was identified: despite the lack of institutional trust, they require the adverts to represent the factual benefits of using a product. However, their technocratic identity may be mediated by the extent of travelling in early childhood: these individuals demonstrate variety seeking behaviour, openness towards transformational adverts, and the ability to read-in to commercials.

	<b>ECE consumer who did not travel in childhood</b>	<b>ECE consumers who travelled in childhood</b>
<b>High Involvement Product</b>	Brand loyalty due to risk minimization  Historically determined choices (If the past quality was good and the product is personally meaningful, they stick to it)  Informational advert cannot alter brand loyalty	Brand loyalty due to transformation  Historically determined choices (yet the ability to seek variety and be open to innovation, even though the possibility of risk)  Openness towards transformational advert
<b>Low Involvement Product</b>	Some variety seeking behaviour  Preference towards informational adverts, stemming from the materialist identity	Variety seeking behavior  Ability to understand and read-in to transformational adverts

TABLE 5: DIFFERENCES BETWEEN ECE CONSUMERS; SOURCE: AUTHOR

If foreign brands want to successfully advertise to ECE consumers, their market research should investigate their audiences' past travelling habits that deviates their ability/willingness to interpret adverts.

**7 Conclusion** — The research paper contributes to the formation of an understanding of ECE consumers' decision-making style in three ways. First, the quantitative empirical work indicates that country of origin does only moderate individuals' empathetic tendencies towards informational adverts. Second, in contrast to findings in the extent literature, ECE consumers do not search for information extensively; rather rely on the information presented by brands in adverts, despite not trusting the institutions (Boda and Medve-Balint 2014).

Third, the qualitative research contributes to the formation of an understanding of the potential for travel to change the way that adverts are understood. ECE consumers have a preference towards informational adverts, probably stemming from their technocratic identity; however, this identity is moderated by the amount of travelling in early childhood. ECE consumers who have travelled developed schemer schema earlier in life: an ability to understand the purpose of advertisements, be open about transformational adverts and deconstruct adverts through reading-in to their life themes and projects. These individuals develop brand loyalty as a consequence of their positive experience with the brand. On the other hand, ECE consumers whose materialistic identity was not moderated by travel did not understand and deconstruct transformational adverts, demonstrating limited variety seeking behaviour and preferring informational adverts that lower the perceived risk of purchase. These individuals developed brand loyalty as a consequence of risk minimization; they do not trust newer brands but prefer brands available since the 1990s.

END OF PART II.

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**Kľúčové slová | Key Words** ——— decision-making, cultural differences, consumer identity, Eastern-Central Europe | rozhodovanie, kultúrne rozdiely, spotrebiteľská identita, východná a stredná Európa

**JEL klasifikácia | JEL classification** ——— M31

**Résumé** ——— **Hodnotenie štýlu rozhodovania občanov východnej a strednej Európy – porovnávacie štúdiá. Časť II.**

Po preskúmaní reklám v západnej, východnej a centrálnej Európe je možné zhrnúť nasledovné fakty: reklamy orientované na fakty boli identifikované v ECE krajinách, kým reklamy na západe boli kreatívnejšie, avšak obsahovali limitované informácie. Tento článok hodnotí dôvody tohto javu a odpovedá na tieto otázky: Aký druh identity vzniká v dôsledku turbulentných politických a ekonomických zmien ako prechod spotrebiteľov z komunistickej do demokratickej krajiny? Aké typy reklám preferujú spotrebiteľia ECE? Aké faktory ovplyvňujú ich rozhodovanie? Prvá časť publikácie sa zaoberá formovaním identity z akademického hľadiska.

Druhá časť príspevku analyzuje výsledky výskumu. Výskum prispieva k pochopeniu potenciálu samotného cestovania, na to, aby sa zmenil spôsob, akým sú reklamy vnímané medzi spotrebiteľmi ECE. Cestovanie a expozícia rôznym kultúram skôr v živote zmenili tendenciu spotrebiteľov ECE rozkladať transformačné reklamy. Na základe výsledkov výskumu bola navrhnutá marketingová stratégia pre zahraničné značky, ktoré chcú preniknúť na ECE trh.

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## ŠPECIFIKÁ ONLINE SPRÁVANIA SA GENERÁCIE Z

**Pri technologických zmenách je nie len potrebné skúmať vývoj technologického prostredia, ale tiež skúmať a analyzovať zmeny v spôsobe využívania technológií a možností, ktoré technológie prinášajú užívateľmi. Rovnako ako zmeny v technologickom prostredí ovplyvňujú správanie sa ľudí, tak aj jednotlivé generácie užívateľov prístupujú rozdielne k využívaniu technológií, čo vedie k inováciám rôzneho druhu. V poslednom období sa do popredia v skúmaní medzigeneračných rozdielov dostáva Generácia Z. Generácia Z je súčasne generáciou, ktorá je vysoko aktívna na sociálnych sieťach. Práve spôsob využívania sociálnych sietí a informácií, ktoré na nich vyhľadávajú, dáva ich správanie sa do centra pozornosti obchodníkov a marketingových manažérov. Tento príspevok prezentuje pohľad na niektoré z prieskumov týkajúcich sa Generácie Z a sociálnych sietí.**

Jednotlivci ale aj celé generácie sú neustále viac ovplyvňované internetom, jednotlivými nástrojmi a aplikáciami, ktoré majú vplyv na sociálne väzby ľudí a ich správanie. Koncept generácií vychádza z definovania skupiny ľudí, ktorí majú rovnaké znaky správania, a môžeme ich popísať určitým obdobím, v ktorom sa narodili (Kupperschmidt 2000). Rovnaké zvyky (aj nákupné zvyky) a sociálne správanie, ktoré je následkom vplyvu prostredia vymedzujú generácie podľa viacerých zdrojov nasledovne:

| Generácia X (1965-1979), často nazývaná aj MTV generácia, ktorú demografovia ohraničujú od začiatku až polovice 60.rokov do konca 70.rokov. Táto skupina bola ovplyvňovaná politickým dianím, je otvorená rôznorodosti a naučila sa prijímať odlišnosti v náboženskom vyznaní, sexuálnej orientácii, v rase a etnickom pôvode (Kožárová 2015). Podľa Trezovej sa títo ľudia vyznačujú, že sú otrávení, znechutení, a zažívajú dezilúziu (Terezová 2015).

| Generácia Y (1980-2000) alebo miléniová generácia je najviac ovplyvnená technologickým pokrokom, jej charakteristikou je byť online 24/7, 365 dní v roku, no hľadajú rovnováhu medzi pracovným a súkromným životom. Vyrastali vo svete, kde mohli slobodne vyjadriť názor. Najväčšou zmenou oproti predchádzajúcej generácii je oblasť komunikácie.

| Generácia Z sú mladí ľudia narodení od roku 2000, podľa niektorých autorov už od roku 1995 a vyznačujú sa vysokým vzdelaním, neustálym používaním nových technológií, sú inovatívni a kreatívni (www.ey.com 2015). Sú to deti Ge-

nerácie X a Y. Nie je im ľahostajné dianie okolo seba, kriticky sa vyjadrujú, pôsobia príliš sebedomo až arogantne.

**Výskum charakteristík a správania sa Generácie Z** — Téma zmien správania sa v kontexte moderných komunikačných kanálov je v centre pozornosti viacerých výskumníkov. Snažia sa svojim výskumom reagovať na dopyt podnikov a podnikateľov, ktorí analyzujú externé prostredie a chcú reagovať na vynárajúce sa zmeny. Zmeny zákazníckeho správania vytvárajú príležitosti nie len pre oblasť marketingu, ale tiež v oblasti inovácie podnikateľských modelov a identifikovania nových trhových príležitostí či pre inováciu konkurenčných stratégií (Papulová 2003). Najviac rozšírené sú dva hlavné smery analýz správania sa Generácie Z:

- | a) Správanie sa v kontexte technológií a vzťahu k technológiám (Zhitomirsky-Geffet 2017, Roblek 2018)
- | b) Správanie sa v kontexte nákupného správania s dôrazom na online prostredie (Duffett 2017, Lissitsa 2016)

Všetky uvedené výskumy potvrdzujú rozdielnosť medzi generáciami a to tak vo vzťahu k technológiám, ako aj vo vzťahu k nákupnému správaniu. Zdôrazňujú tiež potrebu osobitného prístupu ku Generácii Z a potrebu nastaviť komunikačné kanály, ako aj formu a obsah komunikácie spôsobu využívania technológií touto generáciou. Technológie nie sú pre túto generáciu takou novinkou, ako tomu bolo predtým a aj spôsob ich využívania nie je ovplyvnený výnimočnosťou, ktorá by pramenila z poznania obdobia pred existenciou moderných smart zariadení a možnosti online služieb.

Wood vo svojom výskume (Wood 2013) uvádza 4 charakteristické trendy, ktoré Generáciu Z popisujú ako konzumentov:

- | 1) Zaujímajú sa o nové technológie,
- | 2) vyžadujú jednoduché používanie,
- | 3) túžia po pocite bezpečia a
- | 4) túžia po dočasnom úniku z reality, ktorej čelia.

Podľa Schlossberga majú zástupcovia tejto Generácie vyššie nároky, nie sú lojálni k značkám a zaujímajú sa viac o zážitok alebo skúsenosť (Schlossberg 2016).

Najčastejšie charakteristiky Generácie Z (Wood 2013), na ktorých sú postavené ďalšie aktuálne publikované články na túto tému:







- | A) Sú pripútaní k mobilným telefónom,
- | B) internet je ich život,
- | C) šikovní online spotrebiteľia,
- | D) nedokážu sa dlho sústrediť na jednu vec,
- | E) chcú veľa a bez veľkej námahy a
- | F) budú striedať zamestnania a cestovať za prácou.

**Prieskumy správania sa Generácie Z** — Prieskum zverejnený v GenZ Report Findings zamerá svoje zistenia o Generácii Z hlavne z pohľadu médií a lojality k značkám na ich lepšie pochopenie zo strany marketérov a spoločností zastupujúcich

značky a snažil sa definovať sociálny profil Generácie Z, keďže sa očakáva, že v USA bude v roku 2020 až 40% konzumentov z tejto skupiny spotrebiteľov. Prieskum skúmal vyše 1000 respondentov vo veku 18-24 rokov v rámci USA. Výsledky tohto prieskumu (Schlossberg 2016) z decembra 2017 autori preukázali, že až 91% respondentov používa aspoň jedno sociálne médium/platformu/sieť a až 51% používa sociálnu sieť neustále. 50% respondentov využíva sociálnu sieť na interakciu s priateľmi a na vyhľadávanie informácií. Najviac používanou platformou je Facebook, nasledovaný Instagramom a Snapchatom, nemenej Pinterest, WhatsApp a Tumblr.

Pre marketérov vyplýva, že ak spoločnosti chcú zaujať týchto spotrebiteľov, je potrebné, aby reklamu umiestňovali hlavne na sociálnych sieťach. Z výskumu taktiež vyplýva, že až 90% spotrebiteľov z Generácie Z vníma reklamu na sociálnych sieťach, oproti len 29% vnímanej reklamy v televízii.

Napriek tomu, že až 77% respondentov uviedlo, že vidia v používaní sociálnych sietí viac výhod, 41% ich práve sociálne siete ovplyvňujú negatívne, cítia sa smutne až depresívne. Napriek tomu, že väčšina vidí v používaní sociálnych sietí viac pozitív, prinášajú aj nasledovné negatíva:

NEGATÍVA	POZITÍVA
<p><b>22%</b></p> <p>Si myslí, že sociálne médiá ich privádzajú k pocitu, že niečo premeškali</p> 	<p><b>71%</b></p> <p>Si myslí, že sociálne médiá majú pozitívny vplyv na priateľstvá</p> 
<p><b>29%</b></p> <p>Si myslí, že sociálne médiá ničia ich sebahodnotenie a necítia sa bezpečne</p> 	<p><b>61%</b></p> <p>Si myslí, že sociálne médiá majú pozitívny vplyv na sebedomie</p> 
<p><b>72%</b></p> <p>Si myslí, že rovesníci sú roztržití vďaka sociálnym médiám</p> 	<p><b>66%</b></p> <p>Si myslí, že sociálne médiá im pomáhajú jednoduchšie sa kontaktovať s ostatnými</p> 

TABUĽKA Č.1: NEGATÍVA A POZITÍVA SOCIÁLNYCH SIETÍ; ZDROJ: SPRACOVANÉ PODĽA GENZ REPORT FINDINGS (2018)

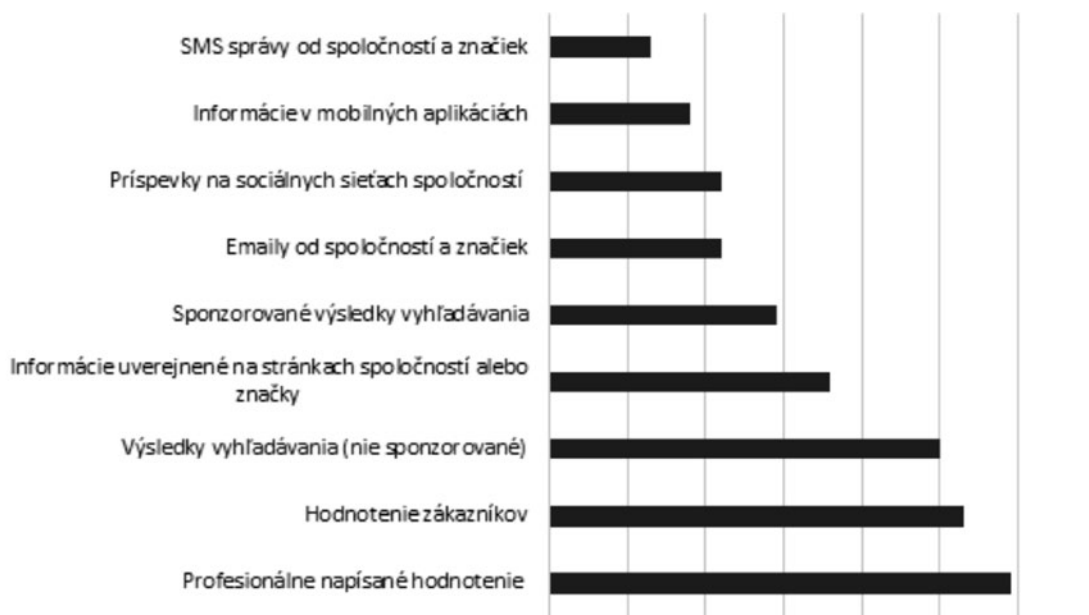
Sociálne siete ako marketingový nástroj majú pre túto generáciu veľký význam, reklama šírená medzi užívateľov sociálnych médií je viac vnímaná týmito spotrebiteľmi. Marketéri by mali zohľadňovať výsledky prieskumov aj v oblasti negatívnych

vplyvov na užívateľov a tomu prispôbiť marketingové formy ich oslovenia. Čoraz viac je dôležitá pozitívna skúsenosť spotrebiteľov so značkou. Ďalším znakom, ktorý tento fakt potvrdzuje je, že až 58% respondentov hľadá únik/pomoc od sociálnych sietí (Habartová 2018).

Prieskum uverejnený v Adweek (2017) potvrdzuje horeuvedený prieskum v používaní jednotlivých sociálnych sietí/médií. Medzi 1452 respondentami vo veku 13-20 rokov majú najväčšie zastúpenie YouTube, Instagram a Facebook. Dôležitým aspektom je ovplyvňovanie nákupných preferencií tejto skupiny pomocou osobností (celebrít). Najzaujímavejším výsledkom je, že až 70% respondentov sa nechá ovplyvniť osobnosťou ohľadom kúpy novej technológie v online svete a iba 21% je ovplyvnených pomocou mainstreamových marketingových nástrojov. V prípade nákupných odporúčaní, ktoré vyhľadávajú, používajú hlavne YouTube 24%, Instagram 17% a Facebook 16%.

Z najnovších prieskumov však nastáva zmena preferencií jednotlivých sociálnych sietí. Podľa Piper Jaffrey Companies (2018), medzi 8600 respondentami v priemernom veku 15,9 rokov zo 47 štátov USA, klesá preferencia Facebooku oproti minulosti až na 9% medzi tínedžermi, ktorí využívajú sociálne siete. Ich preferencia je YouTube s 59%, Snapchat 56% a Instagram 55%.

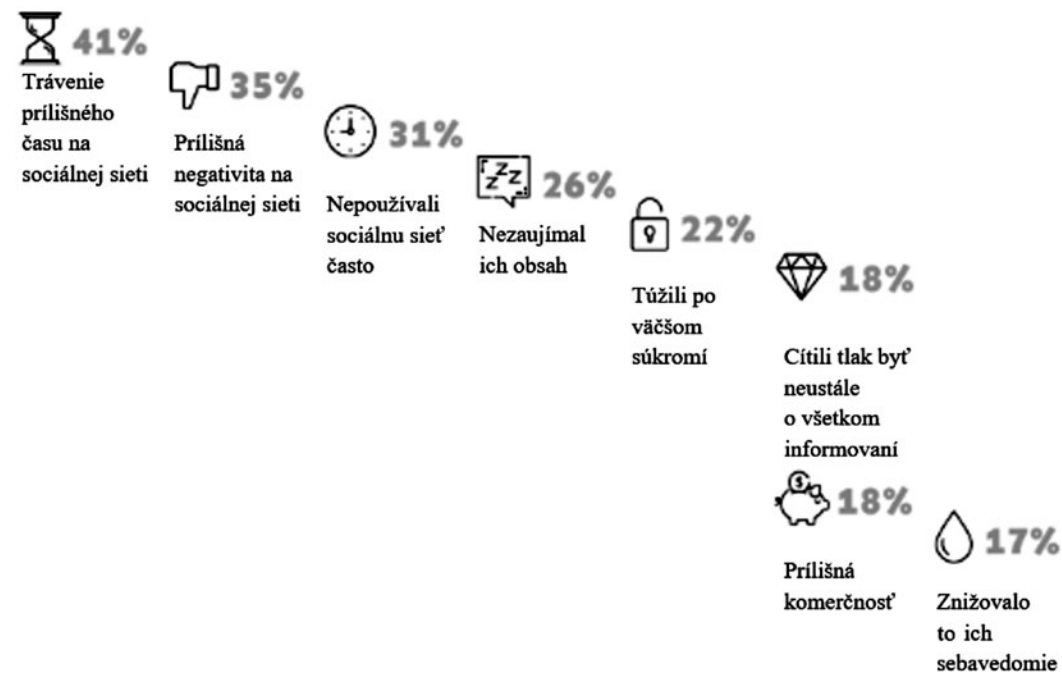
Podľa prieskumu spoločnosti Forrester Research, Inc. medzi 6634 respondentmi vo veku 18-23, je možné vidieť, akým online marketingovým nástrojom sa Generácia Z nechá ovplyvniť - vizualizácia na grafe 1.



GRAF Č.1: AKÝM MARKETINGOVÝM NÁSTROJOM GENERÁCIA Z VERÍ V ONLINE SVETE; ZDROJ: SPRACOVANÉ PODĽA FORRESTER RESEARCH, INC. (2012)

Spoločnosti, ktoré chcú zaujať svojimi produktami alebo službami Generáciu Z by sa mali zamerať čoraz viac na online možnosti. Už niekoľko rokov marketéri využívajú svoje webstránky, e-mailovú komunikáciu a sociálne siete na získavanie dát o spotrebiteľoch. Ako uvádza Lenna Garribian (2013) vyše 100 marketérov, ktorí sa zúčastnili konferencie Forrester Research conference 2012 sa vyjadrilo k používaniu nástrojov a získavaniu dát na oslovenie potenciálnych zákazníkov: 49% využíva analýzu webstránky, 19% e-mailovú interakciu a 12% interakciu na sociálnych sieťach. Do úzadia ustupuje využitie dát z nasledujúcich nástrojov: 8% interakcia pomocou direct mailov a SMS analýzy a analýzy hovorov. Do úzadia sa dostali printové nástroje ako kritický zdroj dát pre marketérov.

Ďalšou výzvou pre marketérov akým spôsobom využívať sociálne siete na marketingové aktivity je nárast užívateľov, ktorí dočasne alebo trvalo ukončí používanie sociálnych sietí. Podľa prieskumu Gen Z Report Findings (2018), až 18% respondentov skončí so sociálnou sieťou na základe jej prílišnej komerčnosti = prílišného reklamného priestoru, ktorý im prekáža. Na nasledujúcom grafe môžeme vidieť ďalšie dôvody takéhoto konania:



GRAF Č.2: DÔVODY UKONČENIA POUŽÍVANIA SOCIÁLNYCH SIETÍ; ZDROJ: SPRACOVANÉ PODĽA GEN Z REPORT FINDINGS (2018)

Pre marketérov a značky je dôležitý aj fakt, že Generácia Z, ktorá vyrastala v online priestore začína dosahovať vek, v ktorom samostatne rozhoduje o nákupných preferenciách. Podľa Gen Z Report Findings až 65% respondentov nasleduje obľúbené značky na sociálnych sieťach, z nich až 75% kvôli možnosti získať zľavu alebo špeci-

álnu ponuku. 57% respondentov si kúpi produkt na základe odporúčania osobnosťou a 43% respondentov zvykne nakupovať priamo cez sociálnu sieť.

**Trendy v nákupnom správaní Generácie Z** — Na základe týchto prieskumov môžeme identifikovať viacero trendov a odporúčaní pre marketérov v oblasti využívania sociálnych sietí na základe ich vplyvu na spotrebiteľov zo skupiny Generácie Z:

- | Väčšina používateľov sociálnych sietí využíva len jednu sociálnu platformu – je potrebné využívať marketingové aktivity na rôznych sociálnych sieťach.
- | Zvyšuje sa počet užívateľov, ktorí sú nepretržite online – nie je potrebné cieľiť na potenciálnych užívateľov v rôznych časových obdobiach.
- | Zvyšuje sa počet užívateľov, ktorí využívajú sociálne siete na vyhľadávanie informácií – je potrebné zohľadniť pri rozhodovaní o obsahovej stránke informácií o spoločnostiach a produktoch na sociálnych platformách.
- | Väčšina užívateľov je viac ovplyvnená marketingovými nástrojmi v online priestore ako reklamou v televízii – prechod cielenia reklamy z televízie a rádia do online sveta.
- | Zvyšuje sa počet užívateľov, ktorí sa nechajú ovplyvniť ku kúpe produktov osobnosťou na sociálnych sieťach – využitie osobností a celebrit z Generácie Z.
- | Preferencia niektorých sociálnych sietí v prípade vyhľadávania nákupných odporúčaní – YouTube, Instagram, Facebook a Snapchat.
- | Väčšina užívateľov sleduje obľúbené značky na sociálnych sieťach – hlavne kvôli zľavám a špeciálnym ponukám – vytvárať pozitívnu skúsenosť so značkou.
- | Zvyšuje sa počet užívateľov, ktorí nakupujú produkty priamo cez sociálnu sieť.
- | Zvyšuje sa preferencia nasledujúcich marketingových nástrojov v online svete – profesionálne napísané hodnotenie, hodnotenia a odporúčania zákazníkov a výsledky nesponzorovaných vyhľadávaní – potreba nájsť správnu rovnováhu medzi platenou reklamou a organickými príspevkami, dbať viac na relevanciu príspevkov ako na počet oslovených spotrebiteľov.

Tento článok nemal za cieľ komplexne prezentovať charakteristiky Generácie Z, ale prezentovať niektoré aktuálne prieskumy a zameranie výskumu v tejto oblasti a poukázať na potrebu hlbšieho skúmania charakteristík a správania sa predstaviteľov tejto generácie. Tento článok je výsledkom čiastkového zamerania širšieho výskumu zameraného na prejavy a súvislosti s nastupujúcou 4. priemyselnou revolúciou. V rámci projektu budú realizované aj vlastné prieskumy, o ktorých budeme v ďalších článkoch informovať a pokračovať tak v tejto téme.

**Poznámky | Notes** — Tento príspevok je financovaný z projektu základného výskumu: APVV-17-0656.

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**Kľúčové slová | Key Words** — Generácia Z, nákupné správanie, trendy na sociálnych sieťach, využívanie sociálnych platforiem | *Generation Z, shopping behavior, trends on social networks, usage of social platforms*

**JEL klasifikácia | JEL classification** — M31

**Résumé** — *Specifics of online behavior of Generation Z*

*In the case of technological change, it is necessary not only to explore the development of the technological environment but also to explore and analyze changes of the technology usage and the possibilities brought by the technologies. Technological changes affect*

the behavior of the people. On the other hand, every generation of users have different approach to the use of technologies. Both individuals and generations are increasingly influenced by the internet, individual tools and applications that affect people's social relationships and behavior. The concept of generations is based on the definition of a group of people who have the same characteristics of behavior, and we can describe them for a certain period in which they were born (Kupperschmidt 2000). Recently, Generation Z has become to the forefront of exploring intergenerational differences.

Several surveys and presented research articles highlight the specifics and differences of Generation Z and emphasize the need for customized access to representatives of this generation. This paper presents partial results and findings of existing research articles on this topic and will be followed with own research in further papers.

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# GENDER AND GENERATION DIFFERENCES IN UNIVERSITY STUDENTS' WORD-OF-MOUTH WILLINGNESS

**Student loyalty in the higher education sector helps college administrators to establish long-term relationships with both current and former students.**

**Study have chosen to examine one of the components of loyalty, namely the willingness of students to spread positive information about the university. The study aimed to empirically examine the willingness of positive word of mouth communication by gender, and generation.**

**The study utilised a quantitative design. The survey was conducted in a private university with a population of about 2,100 students. The data were collected using convenience sampling during the winter semester of the academic year 2018/2019 in two groups of bachelor level full-time students. There were 114 usable responses.**

**Research has found that university's students are mostly willing to spread positive information about their alma mater. The statistically significant differences in the willingness of positive word of mouth communication by gender were confirmed ( $p < .0001$ ). We failed to reject the hypothesis about differences in gender ( $p = 0.1708$ ). Thus, university programs loyalty should adapt their approach, to incorporate at least gender differences.**

**Introduction** — Globalisation and market competition pressure in the education sector urge higher education institutions to increase their economic responsibility and performance continually (Wajtrakul 2014). Nevertheless, today, more than ever before, universities face enormous challenges due to the current drop in student numbers due to the attitude of potential and current students to higher education, the costs of education compared to future benefits, and last but not least by the competition of a large number of universities (Rizkallah and Seitz 2017). Student loyalty in the higher education sector helps college administrators to establish appropriate programs that promote, establish, develop and maintain successful long-term relationships with both current and former students (Annamdevula and Bellamkonda 2016). Many universities, in this context, have even approached the principles of student satisfaction's management and measurement in order to keep them as custom-



ers as long as possible. As a result, higher education institutions in many countries are standing at crossroads and face various challenges (Štrach 2017).

Customer loyalty can be defined as a higher probability of making new and repeated purchases, spontaneously recommending a particular service provider and spreading the positive word of mouth (Tahal et al. 2017). The purpose of this study is to empirically examine the willingness of positive word of mouth communication by gender, and generation.

Several research studies have shown that measuring customer satisfaction's management and measurement alone, without variables that have an impact on profitability or other desired outcomes, is not sufficient (Erjavec 2015). Loyalty, as a specific expression of student satisfaction, can be manifested in a variety of ways. For instance, by studying at the next level of education at the same university, by spreading positive information, by recommending university programs to others (Webb and Jagun 1997). Since research on repurchasing of university products is more appropriate for secondary research, we have chosen to examine only one of the components of loyalty, namely the willingness of students to spread positive information about the university. Thanks to it, the universities maintain a reputation and, more importantly, get new students in a completely natural way. Fact, that customer satisfaction drives word of mouth is quite straightforward and not very surprising: practically every textbook on customer satisfaction states somewhere that satisfied customers speak positively about the company whereas dissatisfied customers spread the negative word (Kraigher-Krainer et al. 2017). The scholars result also show that university provides no basis for differentiation among the constructs, but age and gender play a significant role in determining the different perceptions of students about the loyalty (Annamdevula and Bellamkonda 2016). Even though there is some evidence which suggests, that elderly consumer tend to be more brand loyal compared to younger consumers (Mathur et al. 2017). Results from surveys also show that they should be interpreted differently for men and women and loyalty programs should adapt their approach, to incorporate gender differences into loyalty reinforcing measures (Audrain-Pontevia and Vanhuele 2016).

**Methodology** — According to the purpose of this study, to empirically examine the willingness of positive word of mouth communication by gender, and generation, two hypotheses were formulated:

- | **H1<sub>0</sub>**: There is not a statistically significant difference in the willingness of positive word of mouth communication by gender. **H1<sub>A</sub>**: There is a statistically significant difference in the willingness of positive word of mouth communication by gender.
- | **H2<sub>0</sub>**: There is not a statistically significant difference in the willingness of positive word of mouth communication by generation. **H2<sub>A</sub>**: There is a statistically significant difference in the willingness of positive word of mouth communication by generation.

The study utilised a quantitative design. The survey was conducted in a private university with a population of about 2,100 students. The data were collected using convenience sampling during the winter semester of the academic year 2018/2019 in two groups of bachelor level full-time students. There were 114 usable responses, which represent 95% of the sample. The respondents' demographic data (see Table 1) showed that male students represented 44.74% of the sample (N=51) and female students represented 55.27% of the sample (N=63). Table 1 also presents the structure of the respondents by generation.

	Generation Y		Generation Z	
	N	% of Total	N	% of Total
<b>Men</b>	21	18.42%	30	26.32%
<b>Women</b>	12	10.53%	51	44.74%
<b>Total</b>	33	28.95%	81	71.05%

TABLE 1: THE STRUCTURE OF THE RESPONDENTS BY GENDER AND GENERATION; SOURCE: AUTHOR

Paper and pencil interviewing were used for data collection. Respondents willingness of positive word of mouth communication were examined on three items with the questions as follows: To what extent do you agree or disagree with the statements "I say positive things about my university to other people (furthermore WoMC1). I recommend my university to someone who seeks my advice (furthermore WoMC2). I encourage friends and relatives to do a study at my university (furthermore WoMC3)." Seven points Likert scale was used to collect the answer with responses from "agree" (7 points) to "disagree" (1 point).

Used questions came from Zeithaml and Berry (1996) scale and were part of a 13 items set proposed for measuring a wide range of behavioural intentions. Also, they were used for instance as a validity measure of OFFSERVSENT questionnaire (Thelen et al. 2011) or in the negative word of mouth form to measure direct effects of anger and dissatisfaction on behavioural responses (Bougie et al. 2003).

Reliability of the scale items was checked, by calculation of internal reliability Cronbach alpha coefficient, because of the version translated to the Slovak language was used. The coefficient alpha for the reliability of the entire set was 0.8748. Table 2 shows coefficients for individual items. According to several authors the range reliability can be regarded as excellent if alpha > 0.9, good if alpha > 0.8, acceptable if alpha > 0.7, questionable if alpha > 0.6 and uncertain if alpha is > 0.5. According to the results, the reliability of the scale was acceptable.

Row	WoMC1	WoMC2	WoMC3	Cronbach $\alpha$
<b>WoMC1</b>	1.000			0.8194
<b>WoMC2</b>	0.680	1.000		0.8386
<b>WoMC3</b>	0.732	0.717	1.000	0.8075

TABLE 2: CORRELATION MATRIX OF WORD OF MOUTH COMMUNICATION WILLINGNESS ITEMS; SOURCE: AUTHOR

Overall word of mouth communication willingness (furthermore WoMCW) index was calculated as follows:  $WoMCW = (WoMC1+WoMC2+WoMC3)/3$ .

For choosing a right comparison method, Shapiro-Wilk W normality test was used to determine if normal distribution models a data set. As Table 3 shows, Shapiro-Wilk W test rejects the normal distribution hypothesis for all dataset ( $p < .0001$ ), and also for partial data set tests. After that non-parametric Wilcoxon / Kruskal-Wallis Tests were used to verify stated hypotheses.

The Shapiro-Wilk test	W	Prob<W
All data set	0.749607	<,0001*
WoMCW by gender (men)	0.696131	<,0001*
WoMCW by gender (women)	0.846615	<,0001*
WoMCW by gender (generation Y)	0.829927	0,0001*
WoMCW by gender (generation Z)	0.682297	<,0001*

Note: H0 = The data is from the Normal distribution. Small p-values reject H0.

TABLE 3: THE RESULTS OF NORMALITY TESTS; SOURCE: AUTHOR

The data were analysed using SAS JMP14 software. The described methodology has some limitations. Firstly, it is not easy to generalise results because of convenience sampling procedures were being used. Secondly a perceived lack of privacy or confidentiality, because of paper and pencil questionnaire, could cause response bias because of fear from reprisal. Thirdly, only two generations were compared because of the selected sample. This research has been applied to a specific university. The research should be expanded to other institutions offering higher education.

**Results** — As Table 4 presents, there are some mean value differences in the word of mouth communication willingness. While men showed willingness with a rating around value 5.4, women with a rating around value 6.4. The revealed rating could mean that willingness of men is different from women. As the table also shows, the resulting p-value test ( $p < 0.0001$ ) means, that we reject hypothesis H10, and after that, we can consider the differences between willingness by gender as statistically significant.

Means and Std Deviations	Number	Mean	Std Dev	Std Err Mean	Lower 95%	Upper 95%
Men	51	5.4901961	1.2226618	0.1712069	5.1463169	5.8340753
Women	63	6.4126984	0.5764627	0.0726275	6.2675182	6.5578787
Wilcoxon/ Kruskal-Wallis test (Rank Sums)	Count	Score Sum	Expected Score	Score Mean	(Mean-Mean0)/ Std0	
Men	51	2046	2932.5	40.1176	-5.124	
Women	63	4509	3622.5	71.5714	5.124	
2- Sample Test, Normal Approximation			1-Way Test, ChiSquare Approximation			
S	Z	Prob> Z	ChiSquare	DF	Prob>ChiSq	
2046	-5.12414	<.0001*	26.2865	1	<.0001*	

TABLE 4: WORD OF MOUTH COMMUNICATION WILLINGNESS (WOMCW) BY GENDER; SOURCE: AUTHOR

As Table 5 presents, there are some mean value differences in the word of mouth communication willingness. While Generation Y showed willingness with a rating around value 5.8, Generation Z with a rating around value 6.1. The revealed rating could mean that the willingness of Generation Y is different from Generation Z. As table also shows, the resulting p-value test ( $p = 0.1708$ ) means, that we failed to reject hypothesis H20, and after that, we cannot consider the differences as statistically significant.

Means and Std Deviations	Number	Mean	Std Dev	Std Err Mean	Lower 95%	Upper 95%
Generation Y	33	5.8181818	1.0037807	0.1747358	5.4622566	6.174107
Generation Z	81	6.0740741	1.0341395	0.1149044	5.8454071	6.3027411
Wilcoxon/ Kruskal-Wallis test (Rank Sums)	Count	Score Sum	Expected Score	Score Mean	(Mean-Mean0)/ Std0	
Generation Y	33	1681.5	1897.5	50.9545	-1.366	
Generation Z	81	4873.5	4657.5	60.1667	1.366	
2- Sample Test, Normal Approximation			1-Way Test, ChiSquare Approximation			
S	Z	Prob> Z	ChiSquare	DF	Prob>ChiSq	
1681,5	-1.36644	0.1718	1.8758	1	0.1708	

TABLE 5: WORD OF MOUTH COMMUNICATION WILLINGNESS (WOMCW) BY GENERATION ; SOURCE: AUTHOR

**Conclusion** — Institutions of higher education are increasingly moving towards including a student relationship perspective in their strategic planning, which makes student loyalty a central aspect of any market strategy (Helgesen and Nettet 2011). Although the literature on the topic of customer satisfaction and loyalty is very rich, there are only a few studies on loyalty from students' perspective in higher education (Shahsavari and Sudzina 2017).

Research has found that university's students are mostly willing to spread positive information about their alma mater. The statistically significant differences in the willingness of positive word of mouth communication by gender were confirmed. We failed to reject the hypothesis about differences in gender.

The study provides, for managers, a practical overview regarding variables affecting students' loyalty. Research has found that university's students are mostly willing to spread positive information about their alma mater. However, in order to gain the willingness to disseminate positive information about the university, management must not forget other stakeholders. Matching the students' needs and wants cannot slip into the benevolence in exams, teaching or an overall lack of quality.

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**Kľúčové slová | Key Words** — higher education institution, loyalty, word of mouth, gender, generation | *vysoká školská inštitúcia, lojalita, od úst k ústam, rod, generácia*

**JEL klasifikácia | JEL classification** — M31, I23

#### **Résumé** — **Ochota študentov ústne šíriť dobré meno univerzity v závislosti od rodu a generácie**

*Budovanie lojalít umožňuje univerzitám nadviazať s dlhodobé vzťahy o súčasnými a bývalými študentmi. Štúdiá sa rozhodla preskúmať jednu zo zložiek lojalít, konkrétne ochotu študentov šíriť pozitívne informácie o univerzite. Konkrétne, jej cieľom bolo empiricky preskúmať rozdiely v ochote pozitívnej komunikácie podľa rodu a generácie respondenta.*

*Štúdiá využívala kvantitatívny dizajn. Prieskum sa uskutočnil na súkromnej vysokej škole s počtom študentov približne 2100. Údaje boli zhromaždené pomocou dotazníkového prieskumu v priebehu zimného semestra akademického roka 2018/2019 v dvoch skupinách denných bakalárskych študentov. K dispozícii bolo 114 použiteľných odpovedí.*

*Výskum zistil, že študenti sú väčšinou ochotní šíriť pozitívne informácie o svojej alma mater. Štatisticky významné rozdiely*

*v ochote pozitívnej ústnej komunikácie podľa pohlavia boli potvrdené ( $p < 0.0001$ ). Nepodarilo sa však odmietnuť hypotézu o rozdieloch v rode ( $p = 0.1708$ ). Preto by univerzitné programy lojalít mali prispôbiť svoj prístup, minimálne začleniť do svojich stratégií rozdiely medzi mužmi a ženami.*

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# VYUŽITIE MULTIMEDIÁLNYCH VÝSKUMNÝCH LABORATÓRIÍ

## V PRAXI. ČASŤ I.

**Príspevok akcentuje význam inovácií výučby predmetov orientovaných na aktívnu participáciu vysokoškolských študentov na reálnych projektoch v previazanosti na spoluprácu so subjektmi hospodárskej praxe, a to vďaka využitiu potenciálu multimediálnych výskumných laboratórií v kontexte využitia nových prístupov vo výučbe, akým je napríklad tzv. design thinking. Aktuálne trendy vo vysokoškolskom vzdelávaní zdôrazňujú zmeny vo výučbe zamerané na zvyšovanie uplatniteľnosti absolventov na trhu práce aj v kreatívnej ekonomike, do ktorej oblasti spadá aj marketing, marketingová komunikácia a reklama.**

**Úvod - výzvy a modernizácia výučby** — Európa má dlhú a silnú tradíciu vysokého školstva. Jeho korene siahajú až do 6. storočia, kde sa neskôr rozvinuli do stredovekého univerzitného vzdelávania založením Bolonskej univerzity v roku 1088. V 19. storočí navštevovali univerzity približne 2% populácie, ktoré mali to privilegium študovať vysokú školu. V súčasnej dobe je situácia úplne odlišná. Európska únia si stanovila cieľ, aby do roku 2020 40% mladých Európanov získalo vysokoškolský titul. Už teraz sa v niektorých krajinách pohybuje miera mladých s vysokoškolským vzdelaním vyše 50% populácie krajiny. Tento cieľ však vedie k tomu, že tradičné vzdelávacie modely už nedokážu zabezpečiť kvalitné vysokoškolské vzdelanie (European Commission 2013).

Podľa dokumentov Európskej komisie čelia európske vysokoškolské systémy výzvam a problémom, ku ktorým patria predovšetkým:

- | Nesúlad medzi potrebnými zručnosťami a tými skutočnými. Pri niektorých vysoko kvalifikovaných profesiách sa Európa stretáva s nedostatkami, a to tak z hľadiska dostupnosti týchto kvalifikácií, ako aj z hľadiska kvality potrebných zručností. Zároveň príliš veľa študentov končí svoje štúdium s veľmi zlými až nedostatočnými prierezovými zručnosťami, ktoré v súčasnosti potrebujú v praxi.
- | Pretrvávajúce alebo dokonca zväčšujúce sa sociálne rozdiely. Deti zo znevýhodneného sociálno-ekonomického prostredia majú stále oveľa menšiu šancu, že začnú a úspešne ukončia vysokoškolské štúdium; stále tiež pretrvávajú rodová segregácia podľa odboru štúdia.
- | Nedostatočná podpora inovácií. Mnohé vysoké školy neprispievajú dostatočne k inováciám vo svojom širšom ekonomickom a sociálnom prostredí, najmä

vo svojich regiónoch, tak, ako by mali. Výkonnosť vysokoškolských inštitúcií v oblasti inovácií sa síce medzi jednotlivými krajinami a regiónmi EÚ výrazne líši, ale celkovo nie je ani zďaleka uspokojivá.

| Rôzne zložky vysokoškolských systémov spolu dobre nespôsobujú. Mechanizmy financovania, stimulov a odmien vo vysokom školstve nie sú vždy nastavené tak, aby dostatočne odmeňovali kvalitnú výučbu a podporovali výskum, inovácie, sociálne začleňovanie (Koucký 2017).

Hlasy hovoriace o nutnosti zmien vo vzdelávaní zaznievajú čoraz častejšie. Inštitúcie formálneho vzdelávania čelia veľkým problémom, vzdelávanie v neformálnej sfére je na vzostupe. Podľa štúdie autorov Barbera, Donnelly a Rizvi (2013) spolupráca s aktérmi neformálneho vzdelávania, problém evaluácie vzdelávania a vzdelávania pre zamestnateľnosť patria medzi oblasti, ktoré si vyžadujú najväčšie zmeny. Za najväčší problém označuje spomínaná štúdia úpadok hodnoty vysokoškolského vzdelania, pretože iba 18% širokej verejnosti verí, že univerzity sú schopné adekvátne pripraviť svojich študentov na vstup na trh práce.

Učenie a výučba vo vysokom školstve je zdieľaný proces, ktorý predpokladá istú mieru zodpovednosti a participácie tak na strane študenta, ako i učiteľa. Správa Európskej komisie sumarizovala kroky a odporúčania vedúce k modernizácii vysokého školstva, z ktorých je možné uviesť nasledujúce:

- | učebné plány a osnovy by sa mali rozvíjať prostredníctvom dialógu medzi pedagógmi, študentmi, absolventmi a aktérmi na trhu práce, ktorí spoločne hľadajú nové metódy tak, aby študenti získali relevantné zručnosti pre svoju lepšiu uplatniteľnosť,
- | vysokoškolské inštitúcie by mali zaviesť a podporiť prierezové zručnosti a interdisciplinárne prístupy k učeniu a pomáhať tak študentom rozvíjať ich podnikateľské a inovatívne spôsoby myslenia,
- | vysoké školy a tvorcovia národných politík by mali zriadiť poradenstvo, odborné vedenie, mentoring a systémy na podporu vysokoškolských študentov (European Commission 2013).

V súčasnej dobe vysokoškolské vzdelávanie ovplyvňujú trendy a tendencie súvisiace predovšetkým s technologickým rozvojom, zvyšujúcimi sa nárokmi na absolventov zo strany zamestnávateľov. K tým najvýraznejším patrí:

- | vzdelávanie vedúce k prehĺbeniu kľúčových kompetencií, zručností a postojov študentov (mäkkých zručností),
- | podpora podnikateľských aktivít študentov,
- | mobilita, internacionalizácia študentov i pedagógov vysokých škôl,
- | online vzdelávanie, mooc (Massive Open On-line Courses),
- | učenie činnosťou (Learning by doing),
- | užšia spolupráca so súkromným sektorom,
- | celoživotné vzdelávanie (Popela, Fischer a kol. 2015).

**Spolupráca vysokoškolských inštitúcií a firiem - vybrané aspekty európskej praxe** — Existuje mnoho foriem spolupráce vysokoškolských inštitúcií a firiem,

pričom ich podobu ovplyvňuje celý rad faktorov, napríklad potreby a možnosti partnerov, množstvo dostupných zdrojov, personálne zabezpečenie atď. Medzi najčastejšie formy spolupráce patrí výskum realizovaný v spolupráci s firmami, zákazkový výskum, komercializácia výsledkov výskumu, konzultanstvo, zdieľané laboratória, ďalšie vzdelávanie, spolupráca pri tvorbe študijných programov a profilu absolventa, stáže a prax študentov, vedenie študentských prác či účasť odborníkov z praxe na priamej výučbe (Škopová 2007).

Spolupráca podnikov a vysokých škôl predstavuje benefit nielen pre samotné podniky a školy, ale aj región, v ktorom sa nachádza. Z tohto dôvodu nadobúda úloha vysokých škôl v posledných rokoch na význame. V 70. rokoch minulého storočia vznikol koncept triády - triple helix model, ktorý je založený na princípe kooperácie a koordinácie troch základných oblastí spoločenského progresu. Tento model predstavuje spojenie akademickej, verejnej a súkromnej sféry. Významnú úlohu tu zohráva inovačný potenciál vysokých škôl, ktorý má pozitívny vplyv na rozvoj podnikov, ktoré nútia vysoké školy k tvorbe nových poznatkov (Ručinská a Ručinský 2009).

Triáda je založená na sieti vzťahov vysokej školy, priemyslu a vlády, ktorá je základom ekonomického rozvoja znalostí (tzv. znalostná ekonomika alebo znalostná spoločnosť). V triáde sú všetky základné oblasti rovnocenné. Primárnou úlohou je produkcia a prenos informácií, vedomostí a znalostí v spolupráci s podnikateľskou sférou, ktorá je konečným zákazníkom, pretože je hlavným zamestnávateľom ľudského kapitálu za účelom pridávania hodnoty a tvorby bohatstva. Koncept triple helix je súčasným stupňom vývoja foriem spolupráce vysokých škôl a podnikov, podporovaných vládami ako oblasť verejného záujmu a verejnej finančnej podpory (Zelený 2006).

Európska komisia podporuje spojenie vysokoškolského vzdelávania a podnikania na európskej úrovni prostredníctvom viacerých iniciatív. Užšie väzby medzi praxou a akademickou sférou môžu podporovať prenos a zdieľanie znalostí, vytvárat dlhodobé partnerstvá a príležitosti a podporovať inovácie, podnikanie a tvorivosť. Užšia spolupráca s podnikmi pomáha inštitúciám vysokoškolského vzdelávania rozvíjať prístupy k výučbe a výučbový proces tak spĺňa potreby študentov i spoločnosti. To pomáha poskytnúť absolventom správne zručnosti pre trh práce (European Commission 2015).

V roku 2010 vydala Európska komisia dokument Európa 2020 - Stratégia na zabezpečenie inteligentného, udržateľného a inkluzívneho rastu, v ktorom definuje ciele pre členské štáty, medzi ktorými je aj „zlepšiť spoluprácu medzi univerzitami, výskumnými centrami a podnikmi, realizovať spoločné programy“, ako aj „zabezpečiť, aby sa učebné osnovy sústredili na podporovanie kreativity, inovácie a podnikania“ či zabezpečiť, „aby znalosti nevyhnutné na začlenenie sa do ďalšieho vzdelávania a trhu práce boli získané a uznané v rámci všeobecného, odborného, vyššieho vzdelávania ako aj vzdelávania dospelých“ (Európska komisia 2010).

Štúdia University-Business Cooperation 2017 prezentuje výsledky online výskumu medzi vysokými školami v 33 európskych krajinách a subjektmi z praxe. Výskum monitoruje súčasný stav spolupráce vysokoškolských inštitúcií so subjektmi z aplikačnej sféry a porovnáva situáciu v Európe so situáciou v jednotlivých člen-

ských krajinách. Výskumu sa zúčastnilo 14 318 zástupcov vysokoškolského vzdelávania za všetky vybrané európske krajiny, v prípade zástupcov firiem bolo získaných 3 113 odpovedí. V tabuľke č. 1 sú prezentované rôzne formy spolupráce vysokoškolských inštitúcií a subjektov hospodárskej praxe a hodnotenie ich využívania tak z pohľadu vysokých škôl, ako aj z pohľadu aplikačnej sféry v rámci Slovenskej republiky, Českej republiky a európskeho priemeru.

Formy spolupráce	Z pohľadu firiem			Z pohľadu univerzít		
	Priemer v SR	Priemer v ČR	Priemer	Priemer v SR	Priemer v ČR	Priemer
Mobilita študentov (študentské stáže, prax vo firmách)	4,3	4,1	5,4	2,9	2,1	5,6
Duálna výučba (časť teoretická, časť praktická)	2,8	2,5	3,7	1,9	1,8	3,6
Spolupráca na tvorbe kurikula	2,0	1,9	2,5	2,2	1,9	3,6
Spolupráca na výučbe (napr. workshopy odborníkov z praxe)	2,4	2,2	3,1	2,5	2,3	4,3
Celoživotné vzdelávanie pre ľudí z komerčnej sféry	2,4	2,8	3,5	2,2	2,1	3,6
Spolupráca v oblasti výskumu a vývoja	4,3	5,8	6,4	3,1	1,8	5,4
Konzultácie	4,5	4,2	4,8	3,0	2,0	4,8
Mobilita akademikov do praxe a naopak	2,4	3,3	3,3	2,1	1,6	2,8
Komercializácia výstupov vedy a výskumu (licencie, patenty)	2,6	3,3	3,6	2,0	1,5	3,0
Akademická podnikateľská činnosť (napr. spin off firmy)	1,7	2,2	2,9	1,6	1,5	3,0
Študentská podnikateľská činnosť (napr. start-up firmy)	2,1	2	2,7	1,7	1,7	3,1
Participácia na riadení, správe (napr. členstvo v správnych radách)	2,2	2,4	2,9	1,7	1,8	3,1
Zdieľanie zdrojov (infraštruktúry, personálnych, vybavenia)	2,9	2,7	3,2	1,8	1,5	3,0
Podpora priemyslu (dotácie, sponzoring, štipendiá)	3,4	2,9	3,2	1,9	1,8	3,6

TABUĽKA 1: POROVNANIE SPOLUPRÁCE UNIVERZÍT A FIRIEM; ZDROJ: STATE OF UNIVERSITY-BUSINESS COOPERATION (2017)

Prakticky pri všetkých parametroch Slovensko i Česká republika zaostávajú za európskym priemerom. Paradoxne, vysoké školy hodnotia spoluprácu skeptickejšie v konfrontácii s firemnými zástupcami. V prípade jednotlivých hodnôt je potrebné uviesť, že čím nižšia hodnota, tým je spolupráca hodnotená minimálne a naopak, pričom rozpätie je od 0 po 10 bodov.

**Kreatívna ekonomika a design thinking** — Rozmach kreatívnej ekonomiky možno pozorovať vo vyspelých krajinách, kde dochádza k úbytku pracovných miest

v priemyselných odvetviach a ich presunu do oblasti služieb a kreatívnych činností. Významnými stakeholdermi kreatívnej ekonomiky sú kreatívne firmy, tvorcovia politiky, podnikateľskej spoločnosti, výskumné inštitúcie a tiež inštitúcie vyššieho vzdelávania. V rozvoji kreatívnej ekonomiky hrajú významnú úlohu vysoké školy, ako miesta s vysokou koncentráciou kreatívnych, inovatívnych ľudí so schopnosťou prinášať nové riešenia. Je teda potrebné sa zaoberať ich zapojením, vplyvom a významom pre kreatívnu ekonomiku. Problematikou kreatívnej ekonomiky sa zaoberá rad autorov. K tým najvýznamnejším patrí Howkins a Florida. Howkins bol prvým autorom, ktorý použil pojem „kreatívna ekonomika“, a to vo svojej knihe *The Creative Economy*. Druhý propagátor tejto myšlienky – Florida, ako prvý pomenoval problematiku kreatívnej triedy a zostavil index kreativity (Kloudová a kol. 2010). V dnešnej dobe mnoho podnikov usiluje o prispôbenie sa globalizácii, ktorá priniesla tvrdší konkurenčný boj na mnohých trhoch a viedla k outsourcingu produkcie z „lacných krajín“ (Kathman 2002).

Podniky na celom svete, ktoré chcú zostať konkurencieschopné, sú nútené byť viac inovatívne a prispôbiť sa rozširujúcemu sa vedomostnému priemyslu. Na vysoko konkurenčných trhoch, kde je nevyhnutná extrémne efektívna výroba, tradičné podnikateľské modely a prístupy už nemusia stačiť. Radikálny rozvoj a vzostup komunikačných technológií mení konvencie podnikania. Zákazníci majú k dispozícii viac informácií, zatiaľ čo sú sami vystavení oveľa väčšiemu počtu ponúk ako predtým. Tradičný monológ medzi spoločnosťami a zákazníkmi sa zmenil na výmenu informácií a názorov, pričom sa trendy objavujú paralelne a celkové tempo je oveľa rýchlejšie. Obchodníci sú svedkami fragmentácie trhov a je pre nich stále ťažšie oslovovať alebo ovplyvňovať svoje cieľové skupiny. Dnešné spoločnosti teda potrebujú zvýšiť rýchlosť a diferenciáciu vo vývoji výroby a predovšetkým konkurenčné reakcie. Aby podnikateľské subjekty boli konkurencieschopné, musia začleniť kreativitu a inovácie do svojho fungovania, a tým pomôcť vzostupu konceptu kreatívnej ekonomiky (Gullberg a kol. 2006). DeNatale a Wassall definujú tvorivú ekonomiku ako naprieč prepojenú množinu troch vzájomne sa ovplyvňujúcich oblastí. Prvky kreatívnej ekonomiky sú tvorba kreatívnych klastrov (komerčné aj nekomerčné firmy a organizácie), kreatívne pracovné sily (kreatívni jedinci) a kreatívne spoločenstvo (miesto, ktoré vytvára podmienky pre tvorivú ekonomiku) (DeNatale a Wassall 2007).

Kreatívna ekonomika je založená na kreatívnom priemysle (mediálny priemysel, film, hudobný priemysel, výskum, kultúrny priemysel). Jej rozvoj bude mať značný vplyv na budúci ekonomický rast vo vyspelých štátoch sveta. Predpokladom pre rozvoj kreatívnej ekonomiky je znalosť spoločnosti v oblasti informačných a komunikačných technológií s dôrazom na rozvoj kreativity. Odvetvia v rámci kreatívnej ekonomiky je možné zoskupiť aj prostredníctvom tzv. prístupu na základe kreatívnej intenzity, podľa ktorého sa odvetvia zoskupujú podľa ich príbuznosti do siedmich kategórií a to: Reklama a marketing; Architektúra; Dizajn a módný dizajn; Film, TV, video, rádio a fotografia; IT, softvér a počítačové služby; Vydavateľská činnosť; Hudba, scénické a vizuálne umenie (Balog a kol. 2014). Mieru rozvoja kreatívnej ekonomiky spája Florida (2002) s investíciami do výskumu a vývoja a podporou uni-

verzitných systémov. Práve univerzity hrajú významnú úlohu pri výchove talentov a kreatívnych jedincov (Kloudová a kol. 2010).

KONIEC I. ČASTI.

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**Poznámky | Notes** — Príspevok vznikol v rámci projektu KEGA č. 030STU-4/2018 – Elektronická platforma na zefektívnenie spolupráce medzi vysokými školami a priemyselnými podnikmi v oblasti vzdelávania.

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**Klíčové slová | Key Words** ——— vzdelávanie, kreatívna ekonomika, design thinking, multimedialne výskumné laboratórium, marketing | *education, creative economy, design thinking, multimedia research laboratory, marketing*

**JEL klasifikácia | JEL classification** ——— M31

**Résumé** ——— **The utilisation of multimedia research laboratories in practice. Part I.**

*The paper emphasizes the importance of the innovations in the teaching of subjects focused on the active participation of university students on real projects within the liaison to cooperation with the subjects of economic practice, based on utilisation of the potential of multimedia research laboratories in the context of the use of new approaches in teaching such as design thinking. Current trends in higher education emphasize changes in teaching oriented on increasing the employability of graduates in the labour market, as well as in the creative economy, which includes marketing, marketing communication and advertising.*

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## GDPR ISSUES FROM A MARKETING PERSPECTIVE

**In the case of running e-shop under the new conditions of the GDPR Regulation, the marketer faces several problems. The interpretation of the regulation is not clear and few areas will limit its possibilities. For example, the question arises as to whether personal data may be used for other purposes, or other questions as to the legal bases for the processing of personal data.**

**Introduction** ——— Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data, repealing Directive 95/46 / EC (General Data Protection Regulation) in force from 25.05.2018 (Vesely 2018), often causes a change in technology and processes in organizations and introduces a number of new concepts.

According to Kotler (Kotler and Armstrong 2010), for the prosperity of the company in this new era, it is necessary to change the marketing strategy and adapt to the new environment. It is therefore important:

- | Identify the main factors that shape the period of internet development.
- | Know the reactions of companies to the internet and new technologies.
- | Know the four major areas of ecommerce and its use in practice.
- | Know what is the company's progress in implementing e-commerce.
- | Have an overview of the benefits and challenges of e-commerce.

Changes in the world economy are influenced by many factors such as technology, globalization, the environment and many others, but the following are particularly important (Kotler and Armstrong 2010):

1. digitization and networking - Analog information used to date from telephone systems through watches, and industrial devices work with analog technology. Today, more and more devices work with digital information, i. that text, data, sounds and images are converted to a sequence of nulls and units, bits. Their transmission from one location to another requires interconnection, ie the telecommunication network, and this can be:
  - a. intranet - a network that connects people to each other within a corporate network,
  - b. extranet - links businesses with their suppliers, subscribers, and distributors,

| c. internet - is a public global network that connects smaller networks and users of all types. It is an "information highway" that transmits data at high speeds regardless of distance.

- | 2. the rapid development of the internet - a revolutionary technology of the new millennium, provides business with a high level of connectivity, enables customers and businesses to gain unprecedented amount of information during several computer operations, and if competition firms are to be able to adapt,
- | 3. new forms of trading - when thousands of entrepreneurs have set up internet companies, to sell their production,
- | 4. product customization to customer needs and the active role of customers in designing them.

So many of the basics of marketing theory. But this theory is a real reflection of practice. For example, one well-known online store reported a year-on-year increase in revenue of up to 20 percent to 830 million EUR without VAT (Moravčík 2018). This means a notable increase in sales. This issue is also seriously addressed by the EU and it forms legislative frameworks in this area. One of them is the GDPR regulation, in addition it is the ePrivacy regulation (ÚOOÚ 2018) and the CyberSecurity Regulation (Šimkovič 2015). The European Parliament has passed a regulation banning so-called geographic blocking when shopping online. All new EU Member States should therefore be given access to foreign product purchases without blocking websites. In the past, internet shop operators have been automatically redirected to another website based on their nationality, place of residence or temporary residence. This will not be after the new holiday. New arrangements apply, for example, to book hotel accommodation, hire cars or buy tickets for concerts. It will not cover copyrighted goods, such as electronic books, downloadable music or on-line games, but also on tickets. Online shop operators will have to offer their goods or services to their clients within the EU under the new regulation at the same price and under the same conditions. The measure will apply to the purchase and delivery of goods, provided that the delivery of the goods to the Member State concerned has been established in their business conditions. It will also apply to personal and non-copyrighted goods. It sounds fairly simple, but we also need to take into account the GDPR regulation, which states that every EU citizen must have access to consent in his own language, which he understands so that he clearly shows his agreement and clearly understands the terms. Well, that's not just about the consents. Cookies are also subject to the GDPR regulation - even consent or refusal must be granted - and again in a language that can be understood. Not all EU citizens understand fluently the Slovak language and not everyone understands the English or German language. And the requirement of the GDPR Regulation is that consent must be clearly distinguished from business conditions. The logical conclusion will be that business conditions will be processed in that language. And this is no longer a minor cosmetic change of business processes and the information system. When creating GDPR documentation, other regulations

regarding business processes of the organization need to be taken into account. We can see here that it is not possible to use the general framework of GDPR documentation and it is obviously necessary to deal with each individual organization in detail. This is actually the GDPR goal.

**E-shop and GDPR regulation** — The purchase of goods and services is currently being made largely via the internet. The e-shop (e-shop) can be defined as the sale of goods or services using information and communication technologies and web applications in an internet environment where on one side of this relationship is the operator of the e-shop and the other e-shop customer hereinafter referred to as the "customer"). The most common among them is the conclusion of an internet purchase contract (distance contract). Such a contract also includes obtaining information, including personal details of the customer. Given the dynamics of IT development, it is impossible to take into account in this methodological guideline any eventualities that might arise in the application of the Regulation to e-shop operators, so the Office mentions only the most common cases below. Given the specific conditions of which processing of personal data, it is possible that the e-shop operator will be able to use, for example, and other legal bases or settings other than those listed below. This methodological guideline is only a recommendation of the Office, from. that it does not exclude any other adjustment of the processing of personal data in fulfillment of all Regulations laid down by the conditions and obligations. It is also important to highlight the fact that e-shops are also covered by other special regulations, Act no. 351/2011 Z. z.3 and Act no. 22/2004 Z. z.4, which must be taken into account in the operation of e-shops. These regulations do not fall within the scope of the Office. (ÚOOÚ SK 2018).

**Processing activities of the e-shop and legal bases for processing customer personal data** — Recording of personal information of a customer of a particular e-shop is a processing of the customer's personal data from the point of view of the privacy rules. The purpose of such processing is most often the conclusion of a purchase contract and the subsequent execution of payment, delivery of goods or services and, where appropriate, the provision of other related services (complaints and other obligations arising, in particular, from the consumer protection legislation for the e-shop operator). It is necessary to distinguish the individual purposes of the processing of customer's personal data by the e-shop operator. In view of this, we can identify some of the most common processing activities that can be closely related, but have a different legal basis. The processing of personal data by customers by e-shoppers is mainly carried out for the purposes of (ÚOOÚ SK 2018):

- | Order of goods / services (e-shop) - Purchase agreement according to Art. 6 ods. (1) b) Regulations (including the subsequent payment, delivery of goods or services, handling complaints, etc.); processing of the customer's personal data takes place without the consent of the customer because the legal basis for the processing of his or her personal data for the purposes of performance



of the contract is a specific contract concluded at a distance between the customer and the e-shop,

| marketing communication with the customer - Legitimate interest according to art. 6 ods. (1) f) Regulations (eg newsletters, other forms of direct marketing, etc.); processing the customer's personal data is without the consent of the customer because the legal basis for the processing of his or her personal data (to the extent necessary) is the legitimate interest of the e-shop operator, such as informing the customer about the new goods and services of the e-shop. We point out that within the meaning of recital 47 of the Regulation, the use of legitimate interest as a legal basis requires a thorough assessment, including an assessment of whether the person concerned may reasonably expect at a given time and context of personal data collection that the processing of his personal data for that purpose. The operator is also required to carry out the proportionality test.

| marketing communication with the person concerned without previous relationship - prior consent<sup>6</sup> of the person concerned under Art. 6 ods. (1) (a). For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.

| loyalty program - customer consent according to Art. 6 ods. (1) (a). For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.

| consumer competition - customer consent according to Art. 6 ods. (1) (a) Regulations. For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.

#### **Obligations of the e-shop provider — Compliance with the Customer's Privacy Policy pursuant to Article 5 of the GDPR Regulation (ÚOOÚ SK 2018):**

| In order for the operator to legally process the customer's personal data for the above purposes, he must have an appropriate legal basis (see point 1) (principle of legality).

| Customers have the right to be informed about the processing conditions, the manner in which their requests for the rights of the persons concerned are dealt with, etc. (the principle of transparency).

| The data obtained are to be processed by the operator only for a specific, explicit, legitimate purpose and cannot be processed in a way that is incompatible with such purpose (purpose limitation principle).

| The operator should only process personal data that is necessary to achieve a particular purpose of processing (data minimization), for example:

| a) to conclude a purchase contract - for example, title, first name, surname, home address, address of delivery, if different from address, e-mail address, telephone number,

| b) direct marketing - title, first name, surname and e-mail address,

| c) loyalty program - title, first name, surname, home address or e-mail address and, if applicable, additional information (for example, depending on how loyalty benefits are provided or depending on other terms of participation in the loyalty program set up operators),

| d) consumer competition - the list of processed personal data depends on the conditions of competition specified in the competition status to be informed by the persons concerned prior to granting consent to the processing of their personal data for the purpose of the competition.

| The operator processes correct and up-to-date personal data (principle of correctness).

| The operator keeps personal data only for the necessary time to achieve the purpose of the processing; longer only if it is necessary for another purpose (for example for purposes of archiving) compatible with the original purpose (the principle of minimizing retention):

| a) the operator guarantees the adequate security of the processed personal data (the principle of integrity and confidentiality),

| b) the e-shop operator must be able to demonstrate compliance with the previous processing principles (liability principle).

#### **Information obligation under Article 13 and Article 14 of the GDPR Regulation (ÚOOÚ SK 2018):**

| Applies to all the processing operations referred to in point 1; information obligation is directed from the e-shop operator to the affected person (the e-shop customer).

| The provision of information to the person concerned is the responsibility of the operator, ie the operator of the e-shop is obliged to perform it in an initiative (not at the request of the person concerned).

| The operator provides the person concerned with the information provided for in Article 13 (1) to (3) of the Regulation if he obtained the personal data directly from the person concerned; pursuant to Article 14 (1) and (2) of the Regulation, if personal data have not been obtained directly from the person concerned [example: person X order an ABC product in the e-shop purchase as a gift for the person Z. E-shop ABC processes the personal data of person X on the contractual legal basis and fulfills the obligation to provide information pursuant to Article 13 of the Regulation. E-shop ABC also processes personal information about a person Z who does not know that a gift will be sent to him, and there is no direct contractual relationship between ABC and Z. The legal basis for the processing of personal data from a person will be the legitimate interest of the ABC e-shop for the purposes of fulfilling the contract between ABC e-shop and X. E-shop ABC will also be liable to the person Z for fulfilling the information obligation under Article 14 of the Regulation. As a result, in this situation, a derogation under Article 14 (5) (b) of the Regulation ("... or if it is probable that the obligation referred to in paragraph 1 of this Article will hinder or seriously impair the attainment of the objectives of such

processing"), e-shop ABC the information obligation according to Article 14 of the Regulation shall not be fulfilled until the moment of delivery of the gift purchased by the person X].

- | Apply exemptions from the disclosure obligation only to the extent defined in Article 13 (4) and Article 14 (5) of the Regulation.
- | In relation to new customers from 25.05.2018 - to meet the above information obligation at the latest when collecting personal data.
- | In relation to existing customers before 25.05.2018 (eg with regard to ongoing marketing, loyalty program) - the obligation to supplement the information to the extent that the customer does not have the information in accordance with Article 13 and Article 14 of the Regulation.
- | Provide the information in a concise, transparent, comprehensible and easily accessible form, formulated in a clear and simple manner.
- | Can be informed in various ways (also in combination) - eg. on the e-shop web site, sending information to e-mail, in paper form in the "stone shop" premises, etc.
- | (Articles 15 to 22 of the Regulation), in particular the right to object to processing for direct marketing purposes and the right to withdraw consent to the processing.
- | Where the processing is based on a legitimate interest, the operator shall inform the customer of the legitimate interest he / she pursues; the operator is also required to perform a proportionality test whenever he processes personal data on this legal basis.

#### **Managing records of processing activities (ÚOOÚ SK 2018):**

- | Each e-shop operator is required to keep records of processing activities under Article 30 of the Regulation always in relation to the processing activities:
  - | a) order of goods / services,
  - | b) loyalty program,
  - | c) direct marketing.
- | Consumer competitor - Organize regular competitions - occasionally organizing a competition - 1x / year and so on. (the exemption under Article 30 (5) of the Regulation applies, and this processing activity need not be recorded in the record).
- | The operator keeps the records and fails to send them to the office, and, if necessary, submits them to the Office.

#### **Responsible person (ÚOOÚ SK 2018):**

- | The obligation to designate a responsible person has e-shoppers who meet the condition of Article 37 (1) (b) of Regulation 11 - for example.
- | If the condition under Article 37 (1) (b) of the Regulation is not fulfilled, the e-shop operator is under no obligation to designate a responsible person; if he voluntarily determines it, he / she is obliged to proceed as if the obligation to determine the responsible person was applicable to him/her.

#### **Intermediary (ÚOOÚ SK 2018):**

- | The operator may entrust the processing or part of the processing of the intermediary, for example for the purpose of evaluating the competition organized by the operator, sending questionnaires of satisfaction with the purchased goods.
- | The intermediary processes personal data in accordance with the instructions of the operator, to the extent and according to an intermediary contract or other legal act binding the mediator towards the operator. The Intermediation Contract and other legal act must comply with the requirements of Article 28 (3) of the Regulation.
- | For the purposes of concluding an intermediary contract and the intermediary's mandate by processing personal data, the consent of the person concerned is not required. As regards legality, the intermediary has a legal basis for the processing of personal data (eg legitimate interest) for the processing of personal data.

#### **Security of the processing of personal data (ÚOOÚ SK 2018):**

- | The e-shop operator is responsible for the security and protection of personal data throughout their processing and is required to take appropriate security measures to protect them.
- | Under Article 25 of the Regulation, the e-shop operator is required to provide protection at a stage when processing is not yet initiated, taking into account the latest knowledge and cost of implementing the measures as well as the nature, scope, context and purposes of the processing. The measures will be customized to suit their own environment and will take into account the safety standards that are common to the processing activity - secures a computer in which antivirus programs are processed by customers' personal data.
- | According to Article 32 of the Regulation, the e-shop operator is obliged to accept, in the light of the above mentioned technical and organizational measures, the following:
  - | a) technical measures - antivirus, firewall, password-protected computer, alarm, security of premises, provision of automated and non-automated means, etc.,
  - | b) organizational measures - instructions of the e-shop operator addressed to employees (if any), identification of the responsible person (if it is obliged to determine it), instruction of the employees to keep confidentiality, entry into the premises where personal data are processed, key policy, personal data, including their storage policies, and so on.
- | These are just examples, it is not possible to generalize the necessary measures for all e-shops.

- | The operator is required to carry out the data protection impact assessment pursuant to Article 35 of the Regulation if he fulfills any of the conditions laid down in this Article.
- | The operator is in breach of personal data protection that will lead to a risk to the rights and freedoms of individuals (such as making the database with customers' personal data available to unauthorized persons or damage and unavailability of backups by the e-shop operator) such violation within 72 hours of that he has learned to notify the Office; in some cases also to the person concerned, without undue delay.
- | The e-shop operator may comply with the Regulation and Act no. 18/2018 Z. z. also by complying with the Code of Conduct or the Certificate, but it is not the operator's responsibility to approach such a Code of Conduct (if any) request a certificate.
- | As far as other duties are concerned, please note that the e-shop operator is also obliged to perform duties under Act no. 351/2011 Coll. on Electronic Communications as amended (hereinafter "Act No. 351/2011 Coll."). On the interpretation of the provisions of Act no. 351/2011 Coll. the office is not competent, we recommend turning to the law gesture.

**Position of the e-shop customer** — The customer of the e-shop is, from the point of view of the Regulation, the person concerned, that is to say the natural person to whom the personal data processed by the e-shoppers are concerned. In accordance with the Regulation, the person concerned has the rights that he / she can apply to the e-shop operator at any time. The list of right of the person concerned (ÚOOÚ SK 2018):

- | Right of access to data (Article 15).
- | Right to rectification (Article 16).
- | Right of cancellation (Article 17).
- | Right to limit processing (Article 18).
- | The right to portability (Article 20).
- | The right to object (Article 21).
  - | a) if the processing is done on the basis of a legitimate interest of the e-shop operator (eg for direct marketing purposes), the customer has the right at any time to object to such processing of his or her personal data,
  - | b) the right to object for the purposes of direct marketing must be the person concerned expressly informed at the latest when communicating with him for the first time and this right must be presented in a clear and separate way from any other information,
  - | c) after applying the customer's objection, the e-shop operator is obliged to immediately cease the processing of personal data for the purpose of direct marketing, and these personal data are not processed for direct marketing purposes.
- | Right to withdraw consent.

- | a) if the processing is done on customer's consent (eg loyalty program, consumer competition), the customer may at any time withdraw his consent to the processing, and the e-shop operator is obliged to terminate the processing of personal data processed under consent if he does not have other legal basis,
- | b) if the processing is carried out with the consent of the customer, the right to withdraw consent at any time, the customer must be informed in advance of the provisions of Article 13 (2) (c) of the Regulation by the operators of the e-shop.

#### **How should the operator handle the requests of the persons concerned (ÚOOÚ SK 2018)?**

- | It is recommended to prepare a short, clear and concise internal procedure as the e-shop operator will handle the requests of the persons concerned (eg by internal directive, instructions), which may be published on the e-shop operator's web site (the operator can create a sample form).
- | All information and notifications by the operator to the person concerned must be in a concise, transparent, easily understandable and easily accessible form, formulated in a clear and simple manner, taking into account the category of persons concerned whose communications and information are addressed.
- | Information and notifications should normally be provided in the same way as the person concerned exercises his right unless he asks otherwise.
- | The operator of the e-shop is obliged to equip the person concerned within 1 month of its delivery (if necessary, the operator can extend the processing of the application for another 2 months, while the extension of the deadline is obligatory to notify the person concerned).

#### **Technical aspects of e-shop operation in context of protection of personal data**

— E-shop template - an e-shop operator can proceed in principle in two ways when choosing an e-shop template technical solution (interfaces that serve to view specific items offered in e-shops or to add items to a so-called "basket"). Either make yourself an e-shop template, or you can (eg through a license agreement) buy an e-shop template from another subject. In most cases from a personal data protection point of view, the processing of personal data by the provider of such a template is not processed (ÚOOÚ SK 2018).

Webhosting of the e-shop - in the event that the operator does not have his / her own web site for the technical operation of the e-shop, he / she is most likely to enter into a contractual relationship with the entity providing such space. The status of the webspace provider will then depend on how the conditions are set. If this entity provides a webspace for the e-shop operator without processing the personal data of the e-shop customers handled by the e-shoppers, it will not be necessary to modify their relationship from the point of view of personal data protection. If the personal data of the e-shop customers are processed, through a webspace provider, that

provider will act as an intermediary under Article 4 (8) of the Regulation if the web host provider will process personal data on behalf of the operator. The relationship between the e-shop operator and the web host provider will be governed by a contract or other legal act under Article 28 (3) of the Regulation. The webspace provider may also have the status of a joint operator if, for example, to automatically back up your e-shop data. In such a case, the relationship between the joint operators, ie the relationship between the e-shop operator and the webspace provider, is processed within the meaning of Article 26 of Regulation (ÚOOÚ SK 2018).

Technical support provided to the e-shop operator by third parties - if a third party provides technical support for e-shop, when in case of removal of technical problems, this entity, its employees see the personal data of the e-shop's customers, and do not come from the technical support body for the further processing of personal data (ie, the personal data, for example, only "sees" but does not work them), it is sufficient that the agreement between the operator and the technical support provider the obligation to maintain confidentiality and to take appropriate security measures (organizational and technical). This also applies to the implementation of remote access technical support (ÚOOÚ SK 2018).

**Specific ways of processing personal data by the e-shop operator** — With the expansion of various technologies, new ways of processing personal data of customers, in particular larger e-shops, have evolved over time. Below are some practical examples along with the legal basis for processing personal data:

- | Wishlist.
  - | a) a registered customer has the opportunity to place the selected goods in the so-called wishlist (wish list),
  - | b) sending an email alerting you that the goods included in the wishlist are sold at a discounted price or are available again,
  - | c) if it is a marketing activity - a legal basis = a legitimate interest under Article 6 (1) (f) of Regulation.
- | Abandoned basket.
  - | a) the registered customer did not complete his purchase, failed to complete the payment and sent him an email with a warning and a basket content,
  - | b) no purchase contract yet, legal basis = pre-contractual relationships under Article 6 (1) (b) of the Regulation.
- | Customer holiday.
  - | a) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.
- | Reactivation.
  - | a) registered customer does not develop in e-shop for longer; the e-shop operator will send the code for the next purchase with the intention of motivating him / her to purchase,
  - | b) if this is / is agreed in the contract - legal basis = contract under Article 6 (1) (b) of Regulation,

- | c) if it is a marketing activity - a legal basis = a legitimate interest under Article 6 (1) (f) of Regulation.

| Segmentation.

- | a) on the basis of what the customer purchases in the e-shop, the customer is sent to the operator of the e-shop newsletters with information about similar goods, what the customer purchases in the e-shop,

- | b) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.

| Upselling.

- | a) on the basis of the contents of the customer's basket / on the basis of the goods already bought in the e-shop, the customer will display the recommended goods for further purchase when completing his order (in his payment process),

- | b) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.

| Cookies.

- | a) is not, in all circumstances, personal data; personal data is when it is part of a chain of additional data that binds to a particular physical person to identify that physical person,

- | b) cookies as personal information - depending on the circumstances of the particular case, may be the legal basis,

- | I. consent under Article 6 (1) (a) Regulations

- | II. the contract referred to in Article 6 (1) (b) Regulations

- | III. a legitimate interest pursuant to Article 6 (1) (f) Regulations (marketing purposes)

- | IV. at the same time, the obligation to fulfill the conditions under Section 55 of Act no. 351/2011 Coll.

- | c) if cookies are not personal data - the obligation to comply with the conditions of Act no. 351/2011 Coll.

Where personal data are processed for purposes other than the original purpose, either the new consent of the data subject must be given, specifying the purpose of the processing of personal data, or it may be in accordance with Union or Member State law. However, the last option - the compatibility test - will often be used. The purpose of the compatibility test is to define a link or a link between the purpose for which personal data has been obtained and the purpose of the intended further processing of personal data. It is also necessary to define the circumstances in which personal data have been acquired, in particular the relationship between the persons concerned and the operator. The compatibility test also includes an analysis of the possible consequences of the intended further processing for the persons concerned. The compatibility test is not a separate legal basis, it follows the legal basis of the original purpose of the processing and requires the existence of adequate safeguards, such as encryption or pseudonymization. The GDPR regulation on protection of personal data defines the above ideas in § 13 paragraph 3 as follows:

Where the processing of personal data for a purpose other than that for which the personal data were obtained is not based on the consent of the data subject or a

specific regulation, the operator shall determine whether the processing of personal data for another purpose is compatible with the purpose, on which the personal data originally obtained, among other things, must be taken into account:

- | (a) any link between the purpose for which the personal data originally originated and the purpose of the intended further processing of personal data,
- | (b) the circumstances in which the personal data were obtained, in particular the circumstances relating to the relationship between the person concerned and the operator,
- | (c) the nature of personal data, in particular, or the processing of special categories of personal data pursuant to Section 16, or personal data relating to the recognition of guilt for the commission of a criminal offense or offense under Section 17,
- | (d) the possible consequences of the intended further processing of personal data for the person concerned and
- | (e) the existence of adequate safeguards, which may include encryption or pseudonymization.

The wording of the new law on personal data protection implies the need to find out - that is, to carry out a test or a check on the compatibility of the purposes of the processing of personal data. Ultimately, it can simply be called the GDPR Compatibility Test (Veselý 2018).

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**Kľúčové slová | Key Words** — GDPR, marketing | *GDPR, marketing*

**JEL klasifikácia | JEL classification** — M31

**Résumé** — **Problematika GDPR z pohľadu marketingu**

*Spracovanie osobných údajov v e-shope je relatívne jednoduché a transparentné pri pochopení základných princípov a pravidiel spracovania osobných údajov. Prevádzkovateľ e-shopu nesmie vynechať štyri základné pravidlá pri spracovaní osobných údajov. Prvým pravidlom je právna základňa spracovania dát, potom naplnenie povinnosti uchovávanía záznamov, následne naplnenie informačnej povinnosti dotknutej osoby – zákazníka a následne zabezpečenie spracovaných osobných dát.*

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## VALUE-BASED MARKETING: TREATING CUSTOMERS WELL TO BECOME BETTER

Value-based marketing or value marketing is usually understood in two different ways: as a way to communicate with customers on and about values and ethics (such an approach seems to be more common for consumer markets), or as marketing approach driven by utility emphasizing unique value propositions for certain offering (such understanding has been appropriated for industrial markets).

Traditional advertising is dead. Hard selling is considered ethically wrong. Many market offerings harm natural environment. Some brands and producers exhibit discriminatory behaviors. Millennial consumers dare for responsible or even socially contributing market choices. Those and other claims urge marketers to speak truth. Modern marketing communications is not necessarily reduced to a point, when it becomes misleading or silly, but rather seeks to make the communicated messages proper and morally right. Instead of feeding customers with misleading half-truths, brands communicate deliberately authentic, candid, sincere and honest messages.

An example of such disarming sincerity is the aged slogan of Avis car rental, which has been used since 1962: "We Try Harder". Originally, this slogan began with the statement that Avis simply needs to go an extra mile as it is the second-largest car rental company (rather than market leader). The Hans Brinker Hostel in Amsterdam, which has positioned itself as the worst hotel in the world since 1996, also excels in blatant honesty. Its infamous poster pictures cigarette butts on the carpet with the tagline "It can't get any worse" on the left side. On the right side of that same poster, there is a carpet lying on the floor with a small square cut out and complemented with inscription "But we'll do our best." Third more recent example of authentic and honest campaign could be the 2004 Dove "Real beauty" emphasizing the natural physical variation of all women.

Value-driven marketing communication is increasingly linked to the efforts of products and brands to contribute to a social discourse on major global issues, such as environmental concerns, poverty, inequality, peace or justice. Value messages often carry charitable or other social appeal. The value orientation of marketing campaigns can also have a local dimension and focus on regional socially beneficial activities. Value-based marketing stimulates the perception of the ethical dimension of customer behavior. A specific example of value-oriented marketing is green marketing, focusing on products and services that have potential benefits for the environment.

Southwest of Spanish city of Seville is the region that is known for growing strawberries. In 2010, the British brand Innocent Drinks (fresh juices, smoothies, baby food, and almond milk) began to work with farmers and scientists at the University of Cordoba to explore the issue of irrigation. Planting strawberries have been water-intensive and Spain in particular suffers from droughts. As a result of joint efforts, Irri-Fresa mobile application has been unveiled in 2015. The app calculates optimal watering times and farmers using the application were able to reduce their water consumption by as much as 40% without reducing the yield. UK companies such as Sainsbury, Marks & Spencer, Unilever, or Coca-Cola have been purchasing most of Spanish strawberries, therefore the Innocent Drinks contacted them to achieve more responsible plantation all across the region. Innocent Drinks activities were awarded the Guardian Sustainable Business Awards in 2016.

At times value-based marketing leads to cause marketing, where marketing communication fulfills sales and social goals at the same time. The underlying value behind cause marketing is swaying customers on the side of consumption in a belief, that consumerism as such may finally be a good thing. Since 10 years, Starbucks cafes have been working in North America together with a global nonprofit organization (RED) on World AIDS Day, falling annually on December 1st. Starbucks donates 10 cents from every beverage sold in cafes in the US and Canada on that day, raising over \$ 12 million for a good cause. On the occasion, drinks are served in special red cups.

Developing set of desirable social values, whereas delivering value to shareholders, may be one of the key dichotomies to be addressed by companies in the next decade. Customers, companies, owners, managers and workers share the desire to be remembered for their positive contribution, rather than for wrong doing.

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### Résumé — Value-based marketing: Starejme se o zákazníky dobře, aby se stali lepšími

Value-based marketing (hodnotově orientovaný marketing) se zaměřuje na komunikaci a využívání vhodných společenských hodnot a témat, která jsou následně spojována i s konkrétními značkami a podniky. Cause marketing nebo zelený marketing lze vnímat jako specifické druhy hodnotově orientovaného marketingu. Propojení s konkrétní hodnotovou orientací má oslovovat přirozenou zákaznickou touhu stát se lepšími lidmi, občany, spotřebiteli, členy lidského společenství, jejichž peněžní hlasy mohou pomoci dobré věci. V čase oslav konce roku je komunikace „dobrá“ zvláště vděčným a častým marketingovým sdělením.

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## SÚŤAŽ FLEMA MEDIA AWARDS 2018

Organizátori súťaže FLEMA usporiadali tento rok trinásty ročník. FLEMA je súťaž organizovaná v Českej a Slovenskej republike, ktorá sa zameriava na mediálne kampane a využitie jednotlivých mediatypov. Vďaka tomu umožňuje porovnanie úrovne mediálneho plánovania a inovatívnych komunikačných stratégií v oboch krajinách. V ďalšom texte uvádzame bližšie informácie, ktoré nám poskytl organizátori súťaže o jej priebehu a finálnych výsledkoch.

Mediálne kampane prihlásené do súťaže boli posudzované v 6 kategóriách: najlepšie využitie TV, najlepšie využitie tlače, najlepšie využitie OOH, najlepšie využitie rádia a najlepšie využitie digitálnych médií. Súčasne boli vyhodnotené aj dve prierezové kategórie: najlepšia veľká kampaň a najlepšia malá kampaň. Zaradená bola aj špeciálna kategória: najodvážnejší počín. V rámci Media & Insight boli zaradené kategórie: najlepšie využitie multi-screeningu, najlepšie využitie dát, najlepšie využitie real-time marketingu, najlepšie využitie influencera, najlepšie využitie engagementu a najlepšia lokálna exekúcia globálnej kampane. Do súťaže boli zaradené práce, ktoré boli zrealizované na českom alebo slovenskom trhu v období od 1. januára 2017 do 30. júna 2018.



Vítazmi 13. ročníka súťaže Flema Media Awards v jednotlivých kategóriách sa stali: **najlepšie využitie OOH** (Češi, děkujem!/Člověk v tísni o. p. s./BigMedia, s. r. o. (CZ)), **najodvážnejší počín** (Češi, děkujem!/Člověk v tísni o. p. s./BigMedia, s. r. o. (CZ)), **najlepšie využitie influencera** (Chance - Derby Song/Chance, a. s./Outbreak s. r. o. (CZ)), **najlepšie využitie rádia** (Moneta Money Bank - Business Půjčka/Moneta Money Bank, a. s./Knowlimits Group, a. s. (CZ)), **najlepšie využitie multi-screeningu** (Multiscreening Superstars/Coca-Cola Česká republika, s. r. o./Lion Communications, s. r. o. - divize Starcom (CZ)), **najlepšie využitie engagementu** (FousBot/Philips Česká republika, s. r. o./ TRIAD Advertising, s. r. o. (CZ)), **najlepšie využitie TV** (Samsung - Rozhovory bez hranic/Samsung/Lion Communications, s. r. o. - divize Starcom (CZ)), **najlepšie využitie real-time marketingu** (Škoda - Golonka sa nechce trepať do Košíc/Škoda Auto Slovensko/SOCIALISTS, s. r. o. (SK)), **najlepšia lokálna exekúcia globálnej kampane** (Slovak Telecom - Sprav to. Jednoducho. Digitálne - Tomáš Brngál/ Slovak Telekom/WAVEMAKER Slovakia, s. r. o. (SK)), **najlepšie využitie dát** (SLSP Personal message/Slovenská sporiteľňa/WAVEMAKER Slovakia, s. r. o. (SK)), **najlepšia malá kampaň** (The Mow-Na Lisa/Dvořák - svahové sekačky, s. r. o./Cream Prague, s. r. o. (CZ)), **najlepšie využitie digitálnych médií** (Velkopovický Kozel - na měsíc sládkem Mistrova Ležáku/Plzeňský Prazdroj, a. s./Plzeňský Prazdroj, a. s. (CZ)), **najlepšia veľká kampaň** (Zabudnutý deň slobody/O2 Slovensko/TRIAD Advertising, s. r. o. (SK)).

Všetky víťazné kampane si je možné pozrieť na webovej stránke súťaže [www.flemedia.cz](http://www.flemedia.cz).

## ČTRNÁCTÝ ROČNÍK SOUTĚŽE MARKETÉR ROKU VYHLÁŠEN

Vedecký časopis Marketing Science and Inspirations pokračuje v spolupráci s Českou marketingovou společností a aj v roku 2019 podporí mediálnym partnerstvom súťaž Marketér roka. Česká marketingová spoločnosť zverejnila výzvu na podávanie návrhov na kandidátov, ako uvádza vo svojej tlačovej správe.

Česká marketingová spoločnosť vyhlásila čtrnásty ročník súťaže Marketér roka. Tentokrát za rok 2018. Vyhlásenie tejto významnej odbornej i spoločenskej udalosti proběhlo v rámci konání semináře Co očekávají marketéři od médií, který pořádala Česká marketingová společnost spolu s Klubem učitelů marketingu a mediálním partnerem Radiohouse v Bastion Prague restaurant v Praze 1 dne 21. 11. 2018. Slavnostního aktu se za Českou marketingovou společnost zúčastnili prezidentka společnosti doc. Jitka Vysekalová a další členové prezidia. Tradičně podpořil vyhlášení soutěže svým osobním sdělením prof. Philip Kotler, osobnost světového marketingu.

Jedním z hlavních cílů České marketingové společnosti je podpora marketingu jako nezbytného faktoru rozvoje a konkurenceschopnosti naší ekonomiky. Mezi cestami k jeho dosažení získala významnou roli soutěž o Marketéra roku, která vstupuje již do čtrnáctého ročníku. Přihlášené projekty se především hodnotí z pohledu inovativnosti, efektivnosti, rozvoje metod a principu marketingu včetně dodržení etických a dalších předpokladů.

Souběžně probíhá soutěž Mladý delfín pro vysokoškoláky studijních oborů zaměřených na marketing, kteří mají zpracovat projekt na téma Jak úspěšně komunikovat školu, na které studují.

Uzávěrka přihlášek je 19. dubna 2019. Slavnostní galavečer s vyhlášením výsledků se koná 23. května 2019 v Divadelním sále Klubu Lávka na Novotného lávce v Praze 1.

Podrobnosti o soutěži, zejména o způsobu podávání přihlášek, jsou k dispozici na [www.cms-cma.cz](http://www.cms-cma.cz), případně je možno směřovat další dotazy na emailovou adresu [info@cms-cma.cz](mailto:info@cms-cma.cz).

## VYSEKALOVÁ, JITKA A MIKEŠ, JIŘÍ, 2018. REKLAMA. JAK DĚLAT REKLAMU. 4. AKTUALIZOVANÉ A DOPLNĚNÉ VYDÁNÍ. PRAHA: GRADA PUBLISHING, 2018. 232 S. ISBN 978-80-247-5865-7.

V poradí už štvrté vydanie výnimočnej knižky českej proveniencie, ktorá je venovaná problematike tvorby reklamy, iniciovalo myšlienku spracovania recenzie v priamej konfrontácii s jej druhým vydaním, ktorého recenzia bola čitateľom časopisu Marketing Science and Inspirations k dispozícii už pred viac než desaťročím. S odstupom času sa len potvrdzuje skutočnosť, že jej autorská dvojica – Jitka Vysekalová a Jiří Mikeš – predstavuje erudovaných odborníkov, ktorí dokážu v plnej miere reflektovať zmeny v reklamnej praxi. Stručný profil autorov je predstavený už v úvode recenzovanej publikácie, pričom popri už tradičných profesijne orientovaných faktoch je doplnený aj o vybrané skutočnosti z ich osobného života (veď tak, ako za dobrou značkou je príbeh v zmysle tzv. brand storytelling-u, tak aj v tomto prípade ide o čiastočné odhalenie ich vlastného životného príbehu).

Už v predhovore k štvrtému vydaniu autori konštatujú, že zásadne nezmenili svoje názory na marketingovú komunikáciu (čo vyznieva viac než sympaticky), avšak rozvíjajú ich súbežne s možnosťami danými novými poznatkami vedy a praxe.

Pri zbežnom pohľade na obsah recenzovanej publikácie v priamej konfrontácii s jej starším súrodencom z roku 2007 naozaj nie sú citeľné zásadné rozdiely. Z hľadiska spracovania jednotlivých kapitol a podkapitol je však evidentné, že ide o aktualizované a doplnené vydanie, ktoré plynulo nadväzuje na predchádzajúce vydania a čerpá zo studnice najnovších poznatkov reklamnej teórie a praxe zároveň, a to i v širšom kontexte dynamických zmien marketingovej komunikácie.

Teoreticko-praktické východiská tvorby (efektívnej) reklamy, ako aj jej samotný proces spoločne s vybranými atribútmi sú podané v šiestich samostatných kapitolách, doplnených o päť príloh, tvoriacich integrálnu súčasť vlastného textu publikácie. Pre začínajúcich marketingových manažérov, či študentov reklamy, marketingu, manažmentu a príbuzných odborov predstavuje ucelený a relevantný zdroj poznania, keďže jej prostredníctvom môžu získať všetky dôležité informácie o tom, ako naplávať a vytvoriť tú „správnu“ reklamu vo vzťahu k stanoveným cieľom, ako pripraviť reklamnú kampaň, stanoviť rozpočet či vybrať médiá, a to vo vzťahu k vybraným cieľovým segmentom trhu s využitím konkrétnych kreatívnych taktík a s akcentom na značku. Nezabúda sa popritom ani na výber reklamnej agentúry, možnosti merania a hodnotenia reklamy, prezentáciu nových trendov v marketingovej komunikácii, ako ani na prehľad výdavkov na reklamu, jej legislatívne a etické rámce, či na odkazy



na profesijné združenia a asociácie a súťaže. Názvy kapitol ostávajú síce rovnaké (Čo je to reklama, Ako pripraviť reklamnú kampaň, Ako vytvoriť tú „správnu“ reklamu, Ako reklama pôsobí - efektívna reklama, Ako si vybrať správnu agentúru, Nové trendy v marketingovej komunikácii), obsah je však inovovaný a rozšírený.

Najvyššie očakávania sa môžu týkať nových trendov v marketingovej komunikácii. Ani tu dvojica autorov nesklamala, keďže popri už tradičnej internetovej reklame, gerilovom marketingu, event marketingu, umiestňovaní produktov (product placement) a „vírovom“ marketingu je text doplnený o problematiku WOM, buzzmarketingu a využívania sociálnych sietí. Pri prehľade výhod a nevýhod jednotlivých typov médií je doplnený o sociálne siete. Sú tu však aj ďalšie zmeny. Z nich je možné ilustratívne uviesť to, že popri segmentácii detského spotrebiteľa bola publikácia doplnená aj o segmentáciu ďalšej „špecifickej“ cieľovej skupiny - seniorov alebo že šesť základných emócií doplnili časť venovanú významu emócií vo vzťahu k „správnej“ reklame.

V práci sú prezentované skutočne aktuálne výsledky viacerých primárnych výskumov. Čiastkové výsledky výskumu postojev českej verejnosti voči reklame, ako aj výskumu orientovaného na postoje Čechov vo vzťahu k ich domácim značkám a ich patriotizmu (realizované v rokoch 2018 a 2017) si zasluhujú primeranú pozornosť, taktiež aj výsledky ďalších výskumov agentúr, ako sú GfK, STEM/MARK, TNS Factum, PPM Factum, Factum Invenis, Millward Brown, SPIR, Median... z predchádzajúcich období.

Napriek nesporným pozitívam spracovania recenzovanej knihy, je možné mať aj niekoľko menších pripomienok. Dobré pôsobia náznamy tém, ako je napríklad označovanie „Made in EU“, tie by si však vyžadovali dopracovanie. Očakávaná by bola aktualizácia všetkých použitých príkladov, aj keď voči ich obsahu nemôžu byť žiadne námietky. Navyše, kniha je doplnená o množstvo nových príkladov. Aktuálnejšie by však mohlo byť členenie e-marketingu. Pri prehľade metrick reklamy absentujú ukazovatele z online prostredia. Informácia o vplyve a význame GDPR vo vzťahu k reklamnej praxi by vhodne doplnila existujúce prílohy publikácie. Taktiež by bolo možné zvažovať aj potenciál „smart“ zariadení a ich využitia v reklame, či nástrojov proximity marketingu alebo ambientných médií. Tieto pripomienky však v žiadnom prípade neznižujú celkový potenciál a vysokú hodnotu recenzovanej publikácie.

Čitateľsky priateľská kniha (pozn.: je k dispozícii v tlačenej i elektronickej verzii) z pohľadu jej spracovania, formátu i obsahu si totiž jednoznačne zaslúži pozornosť čitateľov, rozširuje ich poznanie a prináša inšpiratívne námety na skutočne efektívne využitie reklamy ako manažérskeho a marketingového nástroja v podmienkach aktuálnej hospodárskej praxe, ako aj v rámci štúdia reklamy. Na rozhodnutí autorov ostáva, či a kedy sa pustia do práce na ďalšom vydaní, veď „Jak praví básník: Čas nový nové chce mít činy!“ Potenciál na to im určite nechýba.

## DICTIONARY OF USEFUL MARKETING TERMS

**journey | cesta** — He planned his journey so that he could visit all his accounts in four days. | *Plánoval svoju cestu tak, aby mohol navštíviť všetkých svojich zákazníkov za štyri dni.*

**journey planning | plánovanie cesty** — Inefficient journey planning results in unnecessary traveling. | *Neefektívne plánovanie ciest vedie k zbytočnému cestovaniu.*

**judgment (= judgement) | úsudok, mienka** — Trust your own judgment! | *Dôveruj svojmu vlastnému úsudku!*

**jumbo | obrovský, kolosálny** — In our store, you will find the perfect products in jumbo size packaging at reasonable prices. | *V našom obchode nájdete perfektné výrobky v obrovských baleniach za rozumné ceny.*

**junk mail | nevyžiadaná pošta** — There is only one important email for you and the rest is junk mail. | *Máte len jeden dôležitý e-mail, zvyšok je nevyžiadaná pošta.*

**just-in-time (JIT) | just-in-time, práve včas** — A lot of companies implemented the just-in-time manufacturing system to reduce waste. | *Veľa spoločností prijalo výrobný systém just-in-time z dôvodu zníženia množstva odpadu.*

**keen competition | silná konkurencia** — Some companies are diversifying in response to keen competition. | *Niektoré spoločnosti reagujú na silnú konkurenciu diverzifikáciou.*

**keen demand | veľký dopyt** — There is a keen demand for this controversial book. | *Je veľký dopyt po tejto kontroverznej knihe.*

**keen price | nízka cena** — The company offers customers quality, a wide range of products at a keen price. | *Spoločnosť ponúka zákazníkom kvalitu, širokú škálu produktov za nízku cenu.*

K

**key** | **klúč, kľúčový** — The company suffered the loss of its key member. | *Spoločnosť stratila svojho kľúčového člena.*

**key account** | **významný, dôležitý, kľúčový klient** — The company management agreed on new forms of agreements with key accounts. | *Vedenie spoločnosti sa dohodlo na nových formách dohôd so svojimi dôležitými klientmi.*

**key industry** | **klúčové odvetvie** — Environmental technologies are becoming the key industry of the 21st century. | *Environmentálne technológie sa stávajú kľúčovým odvetvím 21. storočia.*

**key number** | **kódové číslo** — A key number is required for the activation of the software. | *Na aktiváciu softvéru je potrebné kódové číslo.*

**key prospects** | **potenciálni zákazníci** — This campaign will focus on key prospects. | *Táto kampaň sa zameria na potenciálnych zákazníkov.*

**key staff** | **klúčový personál, kľúčoví zamestnanci** — Short-term financial problems may lead to losing key staff, their experience and know-how. | *Krátkodobé finančné problémy môžu viesť k strate kľúčových zamestnancov, ich skúseností a know-how.*

**keyboard** | **klávesnica** — There are two different keyboard layouts for the US keyboard. | *Existujú dve rôzne usporiadania klávesov na americkej klávesnici.*

**keyword** | **klúčové slovo** — All you need to do is enter a keyword in the system. | *Jediné, čo musíte urobiť, je vložiť kľúčové slovo do systému.*

**keyword search** | **vyhľadávanie podľa kľúčových slov** — When you use the keyword search, our application looks for similar terms to your input. | *Keď vyhľadáвате kľúčové slová, naša aplikácia hľadá podobné výrazy aké ste zadali.*

**king size** | **kráľovská veľkosť, veľkosť king** — The hotel room is equipped with a king size bed. | *Hotelová izba je vybavená posteľou typu "king".*

**kiosk** | **kiosk** — The kiosk offers almost everything you are likely to need: today's newspapers, cigarettes and drinks. | *Kiosk ponúka takmer všetko, čo pravdepodobne potrebujete: dnešné noviny, cigarety a nápoje.*

**KISS (keep it short and simple)** | **princíp KISS** — Our application is based on the KISS principle. | *Naša aplikácia je založená na princípe KISS.*

**know** | **vedieť, poznať** — We need to know the origin of the goods. | *Potrebujeme poznať pôvod tovaru.*

**knowledge** | **informácie, vedomosti, poznatky** — The supplier gained knowledge regarding the price from a third party. | *Dodávateľ získal informácie o cene od tretej strany.*

**knowledge management** | **znalostný manažment** — The company has put a lot of efforts into implementing the new Knowledge Management System. | *Spoločnosť vynaložila veľké úsilie na implementáciu nového systému znalostného manažmentu.*

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**ČTRNÁCTÝ ROČNÍK SOUTĚŽE  
MARKETÉR ROKU VYHLÁŠEN**



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