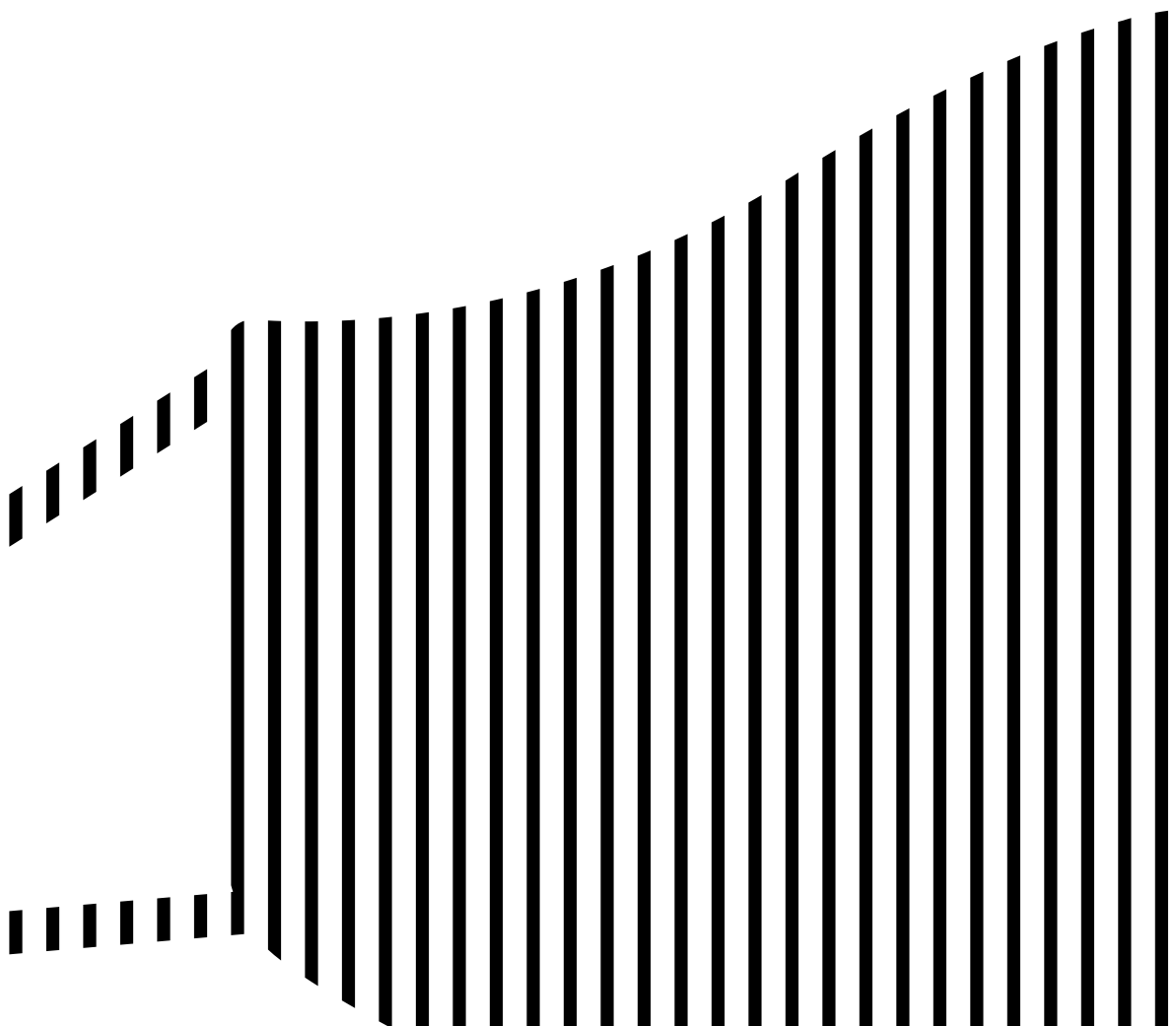


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THE CORONA CRISIS AS A CATALYST FOR THE DIGITAL TRANSFORMATION IN THE SANITARY TRADE?

The term Work 4.0 is connected with the discussion about the fourth industrial revolution, but focuses on modes of working conditions – not only in the industrial sector but also in the entire working world. The digital transformation is leading to profound changes in business models, organizations and work design. The working world of the future will be more digital, flexible and networked. The corona crisis has shifted the framework conditions with regard to communication both within the company and with customers. Many companies are becoming aware that too little money and time has been invested in digital infrastructure. The aim of this essay is to find out to what extent the corona crisis serves as a catalyst for the digital transformation in the specialist sanitary trade. The study carried out for this purpose leads to the result that the use of video conferences and home offices have increased and will also be used more frequently in the future. In contrast, the use of targeted multi-channel measures in the form of virtual showrooms is on the decline.

1 Introduction — Intelligent robots in the factory, smart technology in the office: Digitization is changing the working world at an unprecedented pace. Much of what is still done by people today will be done by machines tomorrow. Fixed jobs and times are becoming less important. This development offers new opportunities but also bears risks. It presents employees and companies with completely new challenges: If you want to keep pace with rapid change you have to constantly develop and react to changing requirements. The buzzword for this development is „work 4.0“. It refers to the history of industry and the first three revolutions that changed the world of work and society in the long term (Deppe 2017).

- Industry 1.0 – The first industrial revolution started with the steam engine at the end of the 18th century. It started from Great Britain and later covered all of Europe. Machines were increasingly replacing human work; the mechanical energy generated by pistons was used to drive locomotives and the beginning textile industry. Since a lot of coal was required for combustion, mining was also becoming increasingly important.

- Industry 2.0 – At the beginning of the 20th century, mass production based on the division of labor begins with the help of electric energy. In 1913, Henry Ford started the assembly line production of automobiles and the division of production into individual, specialized work steps. At the beginning it was still assembled by hand, later more and more processes were automated for cost reasons.

- Industry 3.0 – At the end of the 1970s the computer revolutionized the working world. Konrad Zuse had already invented it in 1938 but at first it was laughed at as an expensive toy. Now the triumphant advance of EDP, short for electronic data processing, begins. Banks and insurance companies use word processing systems and computers for calculations, comput-

er-aided robots move into the factory halls. Difficult and dangerous work such as punching or welding has been done by automatic machines ever since, with a precision that is impossible for humans.

- Industry 4.0 – The core element of the fourth, currently ongoing industrial revolution is the connection of products and processes via the Internet. Unlike in the past, systems are no longer just networked within a production facility but along the entire value chain. Similar to social networks, intelligent machines and production parts exchange information with each other and with people in order to organize themselves independently and to coordinate processes and appointments.

According to this system, Work 1.0 describes the beginning industrial society from the end of the 18th century and the first workers' organizations. Work 2.0 describes the beginning mass production and the beginnings of the welfare state at the end of the 19th century. Work 3.0 covers the period of consolidation of the welfare state and workers' rights on the basis of the social market economy. Now the digital change to work 4.0 follows. As a result, the mode of work is not only changing in the factory. Digitization has long since reached all industries. Take the office, for example: thanks to digital communication and information technologies, employees can work at different times and in different places, even together in a team or on a project. Working hours and work places are becoming more flexible. This can make it easier for parents, for example, to combine work and family. But there is also the risk that the balance between work and leisure will continue to blur and that there are hardly any rest and relaxation phases due to the constant availability.

1.1 Objective and method — The aim of the study is to examine the changed perception of the relevance of virtual showrooms and the impact of their use for retailers after the lockdown in the context of the corona crisis. Has this type of presentation increased in specialist shops? Are more employees being sent to the home office? And are video conferences establishing themselves as an integral part of communication? This publication is intended to complement the study „The relevance of virtual showrooms for the sanitary retail trade“. To create a basis for discussion, these questions are condensed into three hypotheses, from which the questions for the online survey result:

- H1: The use of virtual showrooms has increased in the course of the crisis.
- H2: The use of the home office increased during the corona crisis.
- H3: Video conferencing will establish itself as an integral part of retail communications.

The work begins with an introduction and the description of the objectives in Chapter 1. Chapter 2 shows the structural requirements for the work 4.0. Chapter 3 outlines the topic of digitization as a cultural issue. Chapter 4 raises the question of whether the corona crisis will become a catalyst for the digital transformation in retail. Chapter 5 provides an overview of the hypotheses that have been established and the study design is presented. Furthermore, the results of the individual hypotheses are shown and explained to the reader. Chapter 6 summarizes and explains recommendations for action.

2 Structural prerequisites for work 4.0 — The basis and booster of this development is technological progress. Computers have become faster and more powerful in the last years, and more and more data can be stored and used for new business models. That is why tablets and smartphones are now replacing files and stacks of paper in companies. Mouse, keyboard and clicks replace writing down information by hand or the tediously filling out lists, comput-

ers evaluate important data in seconds. All employees must be sensitized and trained in how to safely handle the growing amount of data – because the more data from production and administration flows digitally, the greater the risk that it will be stolen or otherwise misused. Infrastructure, education and opportunities to work from home are important aspects here.

Infrastructure — The bandwidth of data transmission has multiplied. Mobile devices such as tablets or smartphones make it possible to access information from anywhere. Due to the ever-increasing networking, all actors in a value chain, from raw material suppliers to suppliers, factories and retailers to the end customer, can be directly connected to one another. However, Germany is not a pioneer in digital transformation. The Federal Republic of Germany is not in the lead when it comes to cell phone networks or high-speed internet. When it comes to digital infrastructure, the economy is all the more dependent on politics creating the framework. The comprehensive expansion of broadband and fiber optics serves to secure economic livelihoods, it is an important location factor and must take place quickly in all parts of Germany. Small and medium-sized enterprises in particular are located away from the major metropolitan areas. Industry needs a network that is fast, comprehensive and stable (BMWl 2015). In rural regions in particular, only 69.4 percent of households are supplied with a bandwidth of 50 Mbit/s or more (BMVI 2019, p. 4).

Changed consumer behavior — It is already foreseeable that changed consumer habits will affect working life. E-commerce has radically changed many industries. As customers, we shape the economic and working world by asking for and demanding services that others provide. In some cases, the changed social structure and changes in values result in completely new consumer habits and needs, which in turn can be satisfied in a new way or better by the digital economy. For example, the temporary access to and the temporary use of products (e.g. cars) and data (e.g. music) seem to be gaining in importance compared to traditional property acquisition. The desire to live and consume sustainably is also fueling a new sharing economy. At the same time, customers expect their consumption needs to be satisfied more quickly in the „on-demand economy“. As prosumers or as „suppliers“ of data and self-generated content, customers and users are actively involved in innovation and value creation processes (BMAS 2017, p. 39). At the same time, modern processes such as 3D printing make conventional production methods superfluous (Deppe 2017).

Digital education — The digital transformation of economy and society can only succeed with digital education. "Digital education" means the ability of people to successfully cope with digital change in their private and professional everyday life as responsible citizens and to make responsible use of technical possibilities. In addition to the security in the practical handling of PCs, smartphones, tablets & Co., this also includes self-management skills, communication and teamwork skills, innovative spirit and systemic thinking – all of this embedded in the ability to openly but reflectively deal with the new technologies (Kautzky 2018). Digital technology enables learning regardless of time and place. You can learn in a subway or on a train via smartphone and apps, regardless of whether it is English or technology. Learning is more fun with these interactive programs. And finally, in times of digitization, further training is becoming more and more important in order to stay with the job (BMWl 2015). If the corona crisis shows us one thing: It's about solving new tasks quickly – even with missing information and uncertain prospects – together with a simultaneous learning process. The last few weeks have shown that it usually works. Many competencies only emerged during the crisis and the digital innovations paired with an openness to the unknown were

particularly helpful. If we want to actively shape the future of work today, we inevitably have to break old ways of thinking. Digitization helps us here, both with the technology and with the associated mindset. That means nothing more than breaking down thought patterns and going creative ways (Rieke, Rübner and Speth 2020, p. 5).

Independent work — Thanks to laptops, internet and Skype, employees can be active for their company at home and commuters can use the time on the train or subway. This makes it easier to harmonize family and work. Office jobs still mainly benefit from this, but this is also conceivable when monitoring machines. Both employees and companies must ensure that work does not spill over into private life – and vice versa. Since the outbreak of the corona virus, more and more people have been working from home – provided that their activities are suitable. Even in companies that previously only allowed home office for a day or not for all employees, as many employees as possible were now often sent to the home office. However, it also shows that the technical requirements are not always available to enable home office. Sometimes there is a lack of the necessary number of notebooks for the employees, sometimes the licenses for VPN access are missing. Employers should provide their employees with home office guidelines to make it easier for them to work securely and in compliance with data protection regulations. Overviews can help to structure work in the home office and simple measures help to ensure the so-called technical and organizational measures. The employer must of course take and establish some measures. This includes in particular setting up a suitable IT infrastructure, access control, output of service devices, etc. (Bitkom 2020b).

3 Digitization as a cultural topic — The future viability of companies naturally depends on a whole range of different conditions. One of the greatest challenges is digital change. In the structural change towards the information and network economy, traditional business models and traditional work processes have to be put to the test. This necessary change process has the best chances of success if the employees can actively contribute their know-how from the start. This concerns both the future requirements for profiles, competencies or qualifications and the design of working conditions. Not least against the background of demographic developments and the emerging shortage of skilled workers, future competitiveness also requires a corporate culture that takes greater account of the needs of employees for more self-determined work.

Digitization is therefore less a technical and more a cultural issue within an organization. There are often points of friction between the cultural requirements of digitization and the culture that exists in the company. Compatibility is not automatically given: proprietary knowledge, strict hierarchies, top-down communication and classic media structures are still prevalent in companies and are contrary to transparency, real time, dialogue orientation and participation. This makes it clear that digitization cannot automatically intervene in corporate culture and change it. Rather, the culture and structure of a company must change and promote openness, transparency and networking. Most companies have a hard time with that. In order for digitization to find a suitable foundation, the management culture of a company must open up and allow decentralized self-control and personal responsibility instead of hierarchical, centralized control. An open corporate culture is the key to successfully integrating digitization. In addition to the activating role of managers, the attitude of employees with regard to actual use is of enormous importance. If hierarchically managed companies embark on comprehensive digitization, they must be able to learn and allow communication flows in all directions. The executives ideally internalize and exemplify this type of communication.

The new possibilities of digitization and the change in culture and everyday life are interrelated. Broad access to information, communication via social networks, the influence of algorithms on our thoughts and actions – all of this will fundamentally change our society. To what extent a „culture of digitality“ is developing and if this in turn will change the world of work cannot be said precisely today. Demographic change and the retiring baby boomer generation are casting their shadows ahead. The war for talents is intensifying. We all notice this in our daily work. Above all, however, we are dealing with a new generation of young professionals who are emerging and who will also penetrate management levels in the medium term. The so-called Generation Y born after 1980 want to work differently, they want to be managed differently – and they will also lead differently in the future. If you want to be attractive to young high potentials, you have to adapt to new perspectives, changed performance thinking, new motivational mechanisms and much more (Huber and Rauch 2013).

4 The corona crisis as a catalyst for the digital transformation in retail? — Whether digitization will cost or create jobs cannot be foreseen today. However, experts believe there will be significant shifts. In particular, light work will be eliminated, while there will be an increasing need for skilled workers in areas that require higher qualifications. This applies to programming or monitoring machines, for example. One thing is certain: if you want to assert yourself on the job market of the future, you have to be ready to constantly develop and adapt to new requirements. Work 4.0 means lifelong learning – if it has to, into old age: Because work is less physically strenuous and virtual assistance systems such as data glasses support intellectual work, people will be able to work longer in future than they do today. The corona crisis presented retailers with an elementary problem, especially during the lockdown: How do I get in touch with my customers? Well-coordinated multi-channel sales with a combination of online shop, local sales outlet, mobile sales methods and catalogs can best meet the challenges and realities of the markets. Multi-channel strategy is the retailer's strategic approach to reaching potential consumers on several different communication channels. The multi-channel trade represents the parallel use of several operating and / or sales types in the trade within the scope of the distribution of trade companies. This is a multi-channel system in which the customer can request services from the same provider on at least two channels. These channels are mostly brick-and-mortar retail and an online shop (Rittinger 2014, p. 3). With increasing digitization and networking, more and more retailers are switching to a multi-channel strategy. With multi-channel sales, retailers can expand their distribution and thus reach more potential new customers. Thanks to an online shop, the retailer is permanently available, the opening times are no longer an obstacle, because transactions can be concluded at any time in the online shop. For specialist retailers, this means acting counter-cyclically and investing in the crisis in order to be future-proof (Strach 2020, S49). Some companies already rely on the development of 360 degree images. The customer can view a product from all sides and from different camera perspectives in a relaxed manner from home. The retailer is thus able to show all of the bathrooms that have already been renovated as a reference on his website. Digitized showrooms with multimedia presentations and impressive interior design are intended to draw customers deep into the manufacturers' brands. The virtual showroom is not only used for inspiration and advice. If the emotional buying process is initiated for the end customer through the virtual experience, he can have his individual bathroom planned directly. If this is designed according to the wishes and requirements, the end customer can experience his own bathroom almost in advance. The 360 degree images are displayed on the monitor. The advantage of displaying on the monitor is that the content can also be integrated into your own website. During the opening hours,

advice takes place in the 3D showroom on a large monitor in the exhibition area. The specialist retailer can show his customers bathroom renovations that have already been carried out using 360 degree images. For each individual product, he can show the customer virtual exhibits from his manufacturer's portfolio. The virtual showroom lives from implemented projects that are transmitted to the showroom with a 360 degree camera. These references show the customer what the dealer can do in terms of planning and craftsmanship. This leads to transparency, since technical errors are revealed. In this way, the customer knows in advance what to expect in terms of manual work. The survey of 251 specialist retailers from January 2020, i.e. before the corona crisis affected the economy with all its restrictions, gave the following table.

We already use a 3D showroom	20.32%
We are considering using a 3D showroom	31.47%
A 3D showroom is not planned	48.21%

Table 1: What is the status quo with regard to a 3D showroom in your company? (January 2020)
Source: Diedrich and Peplinski (2020, p. 30)

It can be assumed that the specialist dealers in the sanitary specialist trade gave a lot of thought to the possibilities of multi-channel retail, especially during the lockdown, and above all to the 3D showroom. That leads to the thesis:

H1: „The use of virtual showrooms has increased in the course of the crisis.“

Many employers have sent their employees to work from home, at least temporarily. This also applies increasingly where people have not previously worked in home office. The number of employees present in the company has been and is in some cases greatly reduced and rotating attendance has been introduced in order to meet the requirements of health protection as much as possible. In some places, entire companies are even being closed and work still to be done is being relocated to the home office (Grunau, Steffes and Wolter 2020). Mobile working also takes environmental concerns into account. Reducing commuter traffic, for example, has enormous potential for saving CO2. Travel times can be significantly reduced through video conferences and work processes can be made much more efficient through digital platforms for collaboration in the cloud. During the corona crisis, home office and mobile working helped many employers and employees a lot in keeping business going and in balancing work and private life. During this time, the proportion of employed people who work from home has increased enormously (Bitkom 2020a). Before the outbreak of the corona pandemic, there was previously untapped potential for home office opportunities in Germany, which should now lead to an increase in working from home. However, these options depend heavily on the structure of the jobs. Wherever there is increasing work with machines and systems, the hurdles are still relatively high, at least so far. This is also evident in the current crisis. The major automobile manufacturers have already closed their production plants or have shut down production significantly. As a result, this could also mean that jobs in administration remain vacant during this time, although these activities could be relocated home. A dismantling of the technical hurdles, for example through better equipment with hardware and software and better broadband coverage, could nevertheless help to keep part of the German economy going (Grunau, Steffes and Wolter 2020).

H2: „The use of the home office increased during the corona crisis.“

The coronavirus crisis has given many Germans a completely new experience. Since they are forced to work in the home office, contact with colleagues is maintained via video conferences. The aim of video conferences is to replace classic meetings with a simulation of face-to-face meetings with images and sound. These are essential in a virtual setting, especially to carry out effective interactions for complex team tasks. Creative retailers in the retail sector have also sought contact with customers in this way and thus maintained it.

H3: „Video conferencing will establish itself as an integral part of retail communications.“

5 Survey — The study carried out was aimed at the sanitary specialist trade of the 2-stage sales channel. The study was carried out in August 2020 using an online questionnaire. As part of the study, a conscious decision was made to select the concentration. All buying companies in the bathroom and sanitary trade were filtered out of the customer base and included in the sample. In order to find out the relevance of virtual showrooms and the impact of their use for retailers, three hypotheses were defined:

- H1: The use of virtual showrooms has increased in the course of the crisis.
- H2: The use of the home office increased during the corona crisis.
- H3: Video conferencing will establish itself as an integral part of retail communications.

Interview participants (s): 192
Survey method: Online questionnaire
Investigation period: August – October 2020

Hypothesis 1: The use of virtual showrooms has increased in the course of the crisis.

The first table shows how many customers have already used a 3D showroom in January 2020 or have thought about using it and how many customers do not use it and do not plan to use it.

We already use a 3D showroom	20.32%
We are considering using a 3D showroom	31.47%
A 3D showroom is not planned	48.21%

Table 2: What is the status quo with regard to a 3D showroom in your company? (January 2020)
Source: Diedrich and Peplinski (2020, p. 30)

The following table shows how many specialist dealers will be using a showroom, are thinking about using it or are not planning to use it in August 2020.

We already use a 3D showroom	18.89%
We are considering using a 3D showroom	22.22%
A 3D showroom is not planned	58.89%

Table 3: What is the status quo with regard to a 3D showroom in your company?
Source: Authors

In the corona crisis, fewer respondents than before are thinking about using a 3D showroom. In January of that year it was 31.47%, in August only 22.22%. The number of respondents who already have a 3D showroom has fallen slightly. The number of respondents who are not planning a 3D showroom has risen from 48.21% to 58.89%. The thesis that the use of virtual showrooms will increase in the course of the crisis is not confirmed by this.

Hypothesis 2: The use of the home office increased during the corona crisis.

	Several times a week	At least 1x per week	Not at all
Before the corona crisis?	4.44%	6.11%	89.44%
How do you use the opportunity today?	6.18%	16.29%	77.53%
What will it be like after corona crisis?	5.62%	15.73%	78.65%

Table 4: How often do you use the home office option in your company?
Source: Authors

Even before the corona crisis, the sanitary retail sector had a few employees working in the home office. 6.11% of the respondents at least once a week and 4.44% even several times a week. Ultimately, however, 89.44 % worked with the entire team in the shop or the office space.

During the corona crisis, the proportion of companies that let their employees work from home at least once a week increased to 16.29%. 6.18% of those surveyed even used the home office several times a week. 77.53% did not use the home office. The thesis is thus confirmed. 78.65% of companies also state that they will not send their employees to the home office in the future. Otherwise, in contrast to the crisis, the numbers of homeworkers will hardly change. Once a week, 15.73% will use the home office and 5.62% several times a week.

Hypothesis 3: Video conferencing will establish itself as an integral part of retail communications.

	Several times a week	At least 1x per week	Not at all
Before the corona crisis?	0.56%	3.33%	96.11%
How do you use the opportunity today?	4.52%	20.90%	74.58%
What will it be like after corona crisis?	3.39%	20.90%	75.71%

Table 5: How often do you use video conferencing?
Source: Authors

Stationary retail is designed for direct customer contact in the shop. Before the corona crisis, both customers and sales representatives from the manufacturers naturally found their way to dealers. Before the crisis, video conferencing was not an option for 96.11% of respondents. The proportion of respondents who conducted a video conference at least once a week was at a low level of 3.33%.

The proportion of respondents who hold video conferences at least once a week rose to 20.90% during the corona crisis. 4.52% also use this tool several times a week. The vast majority (74.58%) did not hold video conferences during the crisis. This confirms the thesis

that video conferencing will establish itself as an integral part of communication in retail. This level should also be maintained after the crisis. 20.90% of the respondents want to hold a video conference at least once a week in the future. 3.39% will even use the video conference tool several times a week.

6. Summary

6.1 Theoretical implication — All employees in a company can benefit directly from digital change, for example with a better work-life balance through the use of flexible forms of work or through the elimination of physical or monotonous work due to further automation. Companies are very interested in taking their employees with them on their way into the digital world of work. At the same time, employees are required to adapt to the change independently, for example by making more efforts in education.

Not all companies seem to be adequately prepared for this, however: According to a study by the Institute for Employment Research in Nuremberg, around a quarter of companies in Germany currently offer the possibility of mobile working. Before the outbreak of the corona pandemic, there was a previously unused potential for home office opportunities in Germany, which is now leading to an increase in working from home. However, these possibilities depend heavily on the structure of the jobs. The corona virus is therefore forcing many companies to think more about digitization. However, the development of modern, digital processes should also continue to be driven forward regardless of the current challenges.

6.2 Practical implications — In the corona crisis, fewer respondents than before are thinking about using a 3D showroom. The thesis that the use of virtual showrooms increased during the crisis cannot be confirmed. Rather, it should be noted that interest in the future use of a showroom has decreased.

The survey shows that the option of working from home is increasingly being used. Ultimately, however, only every sixth company sends its employees to the home office at least once a week and every thirteenth several times a week. This trend should continue in the future. This confirms the thesis that home office use has increased during the crisis.

More than a quarter of the companies surveyed have discovered video conferencing as an efficient and time-saving tool. You currently use it at least once a week and want to continue to do so in the future. In general, it can be said that three quarters of those surveyed are not using the tool currently or in the future. Nevertheless, the thesis is confirmed that video conferencing is establishing itself as an integral part of communication in retail.

These values coincide with the results of other, cross-industry studies. Ultimately, it can be said that the crisis is driving digitization. Interested and innovative companies use the opportunity to set themselves apart from the competition.

6.3 Limitations — With the help of the hypotheses mentioned above, a questionnaire was created with which retailers of the bathroom and sanitary trade were interviewed. In addition to this sales channel, the following further sales channels are possible in the market for bathroom furniture, mirror cabinets and illuminated mirrors: furniture and kitchen trade, DIY trade (hardware stores), distance selling and contract business. As part of the study, the choice of concentration was consciously made. All buying companies in the bathroom and sanitary trade were filtered out of the customer base and included in the sample. Concentration selection involves consciously concentrating on a part of the population that is considered essential or typical in relation to the subject of the survey. Taking a sample according to the concentration principle means that one draws a sample on the part of the population in which

the majority of the elements sought are suspected. These selection procedures are problematic with regard to the representativeness of the results in the samples, since the selection is not based on the probability principle, but on factual considerations. This targeted selection is wanted because this study specifically addresses a submarket.

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Kľúčové slová / Key Words — social media marketing, social networks, multi-channel marketing, virtual showroom, corporate strategy, corporate communication, cultural change *marketing na sociálnych sieťach, sociálne siete, multikanálový marketing, virtuálna predajňa, podniková stratégia, podniková komunikácia, kultúrna zmena*

JEL klasifikácia / JEL Classification — M31

Résumé — **Koronakríza ako katalyzátor digitálnej transformácie v sanitárnom obchode?**

Pojem „práca 4.0“ súvisí s diskusiou o štvrtej priemyselnej revolúcii, ale zameriava sa na režimy pracovných podmienok – nielen v priemyselnom sektore, ale v celom svete práce. Digitálna transformácia vedie k zásadným zmenám v obchodných modeloch, organizáciách a dizajne práce. Svet práce budúcnosti bude digitálnejší, flexibilnejší a prepojenejší. Koronakríza posunula rámcové podmienky týkajúce sa komunikácie v rámci spoločnosti aj so zákazníkmi. Mnoho spoločností si začína uvedomovať, že do digitálnej infraštruktúry sa investovalo príliš málo peňazí a času. Cieľom tohto príspevku je zistiť, do akej miery koronakríza slúži ako katalyzátor digitálnej transformácie v špecializovanom sanitárnom obchode. Štúdia uskutočnená za týmto účelom vedie k výsledku, že sa zvýšilo využitie videokonferencií a domácich kancelárií, ktoré sa budú v budúcnosti využívať tiež častejšie. Naopak, využívanie cielených viackanálových opatrení vo forme virtuálnych show-roomov je na ústupe.

Kontakt na autorov / Address — Dr. Marcus Diedrich, Diedrichs Creativ-Bad, GmbH, Lehm-bachstraße 1, 59969 Hallenberg, Germany, e-mail: info@marcusdiedrich.de

Markus Peplinski, FOM Hochschule für Oekonomie & Management, Birlenbacher Straße 17, 57078 Siegen, Germany, e-mail: markuspeplinski@web.de

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CONSUMERS' PERCEPTION OF SUSTAINABLE RETAILERS

Sustainability is a long-term retail trend in many forms. Retailers offer sustainable products, define strategy of corporate social responsibility, behave sustainable, social responsible in their everyday activities, and help with the environmental education. The paper aims to describe the perception of sustainable concepts in retail by the Czech consumers. A small enterprise, based on sustainable principles, will be introduced as a best practice in retail. Consumers tend to interest in sustainable companies. But, is their confidence and money saving more than sustainable purchasing? Afterwards, the results of a marketing research will be presented and will show the perception of sustainable retailers (zero waste stores) in the Czech Republic. A survey was organized and data from 997 respondents were interpreted. The results describe the differences between respondents in different age, gender, incomes, region of stay, or job. Zero waste stores, or other zero waste concepts are sustainable in their nature. Therefore, the interest in zero waste stores was observed, and interpreted in this paper. Recommendations are focused generally on zero waste principles in retail.

Introduction — Sustainability is one of the most discussed topics in retail, nowadays. Environmental sustainability is, according to Kotler and Armstrong (2016, p. 637) „a management approach that involves developing strategies that both sustain the environment and produce profits for the company“. A holistic view is in sustainable approach crucial. Every person and every institution involved in decision-making have become more sensitive to these issues (Lehrman and Crocker 2012). In retail is the situation very similar. Retailers and their customers tend to behave more environmentally friendly, follow sustainable principles. But, what is it mean „to behave sustainable“? Definition of sustainability has been introduced by World Commission on Environment and Development (1987, p. 8), the sustainability is „a development that meets the needs of the present without compromising the ability of future generations to meet their own needs.“ The society think about the future of children generation and would like to safe an environment and keep the life standard of current society. Czech consumers tend to behave ecologically friendly, too (Jaderná et al. 2018). Sustainability is a part of goals and objectives in retail management. Retailers search for sustainability in their strategic management and tend to think sustainable in their everyday decision processes. There are many possibilities to help to sustainable development.

Sustainability is based on triple-bottom-line approach. Tripple-bottom-line was first defined in 1994 by John Elkington, later published in the 1997 book Cannibals with Forks: Triple Bottom Line of the 21st Century Business Hardcover (Elkington 2018). The triple-bottom-line approach divides sustainable activities into three areas – social, economic and environmental. The social development is supported by philanthropy, sustainable HR management. Rela-

tionships with regional suppliers, a transparent entrepreneurship, new job opportunities are an economic aspect of the development (Chaudhary 2016). Retailers and their customers are more interested in an environmental protection. Together, all activities of triple-bottom-line areas support the sustainable development. Retailers and their customers sell/buy sustainable products, behave sustainable in their business processes/consumption.

Sustainable retailers could be defined as a retailer supporting sustainable development, or behaving sustainable. The business nature of sustainable retailer is based on sustainable principles. It means, they are interested in sustainable elements in their strategic management, and every day activities, or decisions are connected to these sustainable aspects and objectives.

The tendency to be green, sustainable or social responsible is crucial more than one decade (Kassaye 2001). Application of green marketing is attractive, and, based on green consumers' behavior, useful, too (Ottman 2011). CSR help to build the reputation of the company (Kádeková and Košičiarová 2020). Consumers search for the green products, products with the minimal impacts on an environment (Mainieri et al. 1997). But, the previous research identified fundamental differences between consumers in diverse gender, age, education and size of hometown in the Czech Republic (Jaderná et al. 2019). Zimmer and Stafford (1994) found a significant and negative correlation between age and environmental behavior/attitudes. This paper will discover differences between consumers in interest in zero waste concepts. Zero waste concepts are sustainable in their nature. They are closely related to sustainability in retail.

Zero waste — One aspect of the green product or sustainable consumption is a sustainable packaging or no packaging. The zero waste principles follow many retailers and their customers. The problem with waste is worldwide (ČSÚ 2019a). Statistics in the Czech Republic are alarming. Annual waste generation is more than 300 kg from one person, more than 1300 kg from one family and the Czech Republic generates more than 3,5 mil. kg a year (ČSÚ 2019b). Consumers and retailers react on this fact and eliminate the waste as much as possible.

Sustainable retailers offer sustainable products – in a sustainable/no packaging, they educate customers to eliminate waste. The education is crucial. Customers need help to concentrate to new possibilities of zero waste in purchasing. Zero waste is a trend of these days. Zero waste concept has started to be part of consumers' thinking last two decades (Connett 2013). Zero is only symbolic, no waste is impossible. But, one of the most famous zero waste family is Bey Jonson's family. Waste of four members' family is only in 1 jar a year (Bezobalu.org 2020). Consumers want to bring their waste closer to this amount. They consider purchases in bigger packaging, recycled packaging or they use their own bags for fruit, vegetable or bakery products.

Sustainable businesses support zero waste principles in behavior of their customers. The education in everyday life sustainability is very attractive and efficient. Customers apply ideas and recommendations on websites or mobile apps/SM in their households, offices or leisure time activities. An impact of consumers' purchases on waste generation is measurable due to a packaging calculator. The packaging calculator has many forms. The institution called Bezobalu formed the packaging calculator, based on a sum of money in a zero waste store, or amount of bags consumers' did not use in a usual retail store. The calculator gives information about eliminated waste, which can be shared on social media, and motivate other customers to be a part of zero waste community. The interest in promotion of these activities and institutions, technical support of apps is on the side of mobile operators, too (Nadace-vodafone.cz 2020).

An interesting and an effective solution for zero waste approach are zero waste stores. It is not only an effective, but an efficient solution. No packaging signifies lower price, usually. There are no packaging costs, customers buy in a larger amount, the final price is lower. The zero waste store is a sustainable retailer in many meanings. It offers products to buy in customers' packaging. But, it is often not only this sustainable activity. The whole concept of the zero waste store is sustainable, first at the beginning of the entrepreneurship. Sustainable principles are fundamental for founder of the zero waste store. The best practice, introduced in this paper, shows essential aspects of one chosen zero waste store.

But, the zero waste principles fulfill other retail concepts than the zero waste store, too. Farmers offer their products in one special returnable box, attend farmers' markets or sell milk in a milk-machine. Consumers must use their own boxes, bottles, bags to bring purchased products home. There is a REDUCA map in the Czech Republic, which informs consumers where to buy „zero waste“. Zero waste grocery stores, farms, milk-machines, zero waste restaurants, farmer markets, flowers or second hand shops are presented on this map (Reduca 2020). There are many possibilities to buy „zero waste“. The best practice study, introduced in this paper, describes the model of zero waste store.

Zero waste store „Selský rozum“ — Study of best practice in zero waste business is based on results of the analysis of online secondary data and primary data from the interview with the founder of chosen business. The list of preferred information was set on the basis of the theoretical background and analysis of secondary data connected to zero waste principles. The analysis of secondary data about the chosen business confirmed some of expected issues and interview helped to finish the description of the zero waste concept on the level of SME's.



Figure 1: Zero waste store Selský rozum
Source: selsky-rozum.cz (2020)

Zero waste store called Selský rozum is situated in the center of Poděbrady, and was founded in 2018 by Markéta Šátková. She started a company on her own to do something meaningful and to join enthusiasm for meal, food of a high quality, ecology and local aspects. All these sustainable principles stood by the business foundation and are basics for adverbs in a motto of this company:

- healthy,
- freshly,
- tastily,
- seasonally,
- locally.

Zero waste store Selský rozum is a small business. The assortment states of food, fruit and vegetable, farm products, spice and herbs, oil, ecological detergents, shampoos and zero waste issues. The store offers a possibility to share the buying list and pick up prepared order.

The founder works in a store, manages the business and controls the sustainable distribution chain of sold products. The sustainable principles are important in the strategic and everyday management. There is only 1 major person, and she follows without reservation all fundamental principles of sustainability in her company. Helpers, who take care about merchandising, are friendly to sustainability in their life, too.

The principle number one is zero waste. A company sells products in customers' own package. They can use own glass jars, cotton/linen bags etc. over and over again. The same system is with suppliers. Input packaging from suppliers is ecological, too. All products are delivered in returnable or ecologic packaging. Nothing is bought or sold in plastic packaging.

The choosing process of suppliers is not conditioned by eco certification. The store offers some bio/eco-friendly products. But, for small farmers is not reachable to certificate their products. The founder chooses the right supplier of products for her store according to the ecological and sustainable thinking of the supplier, not products with eco-certification. She is interested in small family farms, doing their work honestly and not in a large amount. These farms give priority to quality of the product. They have no eco-certification, but, they grow ecologically, or use resources in accord with ecological approach to growing or breeding.

The locality of the supplier is an important element in the choosing process, too. Local suppliers are primary trade partners for the zero waste store to eliminate CO2 emissions in delivery system. The delivery is minimally organized by the zero waste store. All products are brought in common deliveries. The distribution system is well managed to avoid superfluous, underused delivery.

This zero waste store has another sustainable objective – to join people with the zero waste approach. The founder wants to support them in zero waste life with the product assortment. The store is a community center for zero waste enthusiasts. They share information, experiences, spend the leisure time in this store and discuss their favorite topics.

The mission of this zero waste store is a development of zero waste idea beyond the store. The common change in everyday life, reducing of a negative impact on our planet, are crucial. Therefore, other important activities are carried out. The founder organizes her own lectures for children at school. Groups of small customers are invited with their lecturers in the store and explore the zero waste approach and offer of products. Children are excited about it, and enthusiastic about the zero waste principles in their life. Sometimes, lectures of other professionals, or workshops are organized in the store. It helps to build the community center to share information and experiences.

Marketing research methodology—— In the planning stage, the most important step is to determine the goal of the research and to set research questions. The research goal is to determine the position of Zero-waste stores in the Czech Republic across groups of interest, define the main critical points and identify segments of customers for whom this concept already works. Research questions follows:

- Are Zero-waste stores in the Czech Republic a well-known concept, or are they still struggling with a high level of unfamiliarity in the population?
- Are there groups in population for which is this way of shopping attractive?
- Which groups in the population do not buy in similar stores, not only because of unfamiliarity, but also because of other reasons, such as unavailability or negative attitude?

Quantitative marketing research was chosen to address the research goal and research questions, which was carried out by an online questionnaire survey. Of course, the problem itself could also be solved by qualitative research, which is used more often to determine attitudes, but it would not be possible to generalize some findings, which would significantly limit the possibilities of using research findings in practice.

Quantitative research in this case therefore serves as a basis for obtaining objective data that can be quantified and statistically expressed. At the same time, it uses a larger base of respondents, which further supports the possibility of applying some recommendations in practice, as it contains a larger group of important stakeholders than would be the case if choosing one of the qualitative methods.

The planning phase took place from June to September 2020 in cooperation with Behavior Labs. Data collection was performed directly by the Behavior Labs agency, which address selected respondents from the household panel on the Trendaro online platform. Thanks to professional processing and a large number of respondents, the sample can be considered as representative, the data as valid and reliable, and its results can therefore be generalized to the population in the Czech Republic.

After closing the questionnaire, the information was transferred to Microsoft Excel for transcribing into statistically measurable quantities. This file was then statistically evaluated in IBM SPSS Statistics. First, on the basis of frequency analysis and then, to obtain more valid results, also on the basis of crosstabs analysis.

Pearson's chi-square test of good agreement was used to detect basic relationships and connections, at the level of descriptive statistics, using contingency tables. Only relationships between variables with p-value of the Chi-Square (Asymp.sig) less than 0.05 were further monitored. If a value lower than 0.05 is reached between two variables, it can be said that they have a certain relationship between them.

However, the chi-square test does not say anything else about the nature of the relationship between the variables, and it cannot be assumed that all relationships are significant enough to be generalized. In order for the interpretation of the research to be meaningful, it is necessary to know whether the relationship is conclusive with regard to individual identification criteria, such as age, gender or job classification. For this reason, the so-called adjusted residues were used in the contingency tables.

The adjusted residue is based on the difference between the empirical and the expected frequency, and when its value is higher than 2.00 (resp. – 2.00 for the negative direction of relations), we can be sure (with 95% probability) that the difference between the frequencies did not arise by chance. In the case of values greater than or equal to 3.29 (resp. – 3.29 for negatively oriented relations), the probability of a random deviation occurring is less than 0.1%. The adjusted residues therefore determine the extent to which the assumption of independence

is violated, which is satisfactory for the purposes of evaluating these variables. In this way, it is possible not only to prove relationships with the socio-demographic indicator, but also to specify for which internal categories these significant relationships apply. Again, only statistically significant relationships were retained, outliers were excluded. Based on this, significant relationships were extracted between the knowledge or attitudes to Zero-waste stores and various socio-demographic groups of internal stakeholders.

Synthesis of the main outputs from marketing research — First of all, it is necessary to evaluate which general knowledge of Zero-waste stores respondents have and whether they visit them or not.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	often visiting	33	3.3	3.3	3.3
	few times	181	18.2	18.2	21.5
	out of way	324	32.5	32.5	54
	not visiting	246	24.7	24.7	78.6
	unfamiliar with	213	21.4	21.4	100
	Total	997	100	100	

Table 1: Frequency analysis of attendance of zero-waste stores
Source: Authors

From the basic overview, it is clear that there is no strong preference of this new type of retail store in the population. Only 3.31% of respondents actually prefer a Zero-waste store and less than 19% of respondents have tried them at least several times. Only about cumulative 21.5% of respondents know Zero-waste stores and have some experience with shopping. This experience then created a preference only in a very small group of respondents. However, Zero-waste stores are a new retail format so it could be reflected, for example, through the diffusion of innovations (Rogers 2010). According to this, just about 3% of the total population belongs to the category of innovators. They are usually consumers who react quickly and positively to economic change and are willing to try and adopt new products, innovations and concepts.

On the other hand, almost 25% of respondents are familiar with the concept, but no more than 21% of respondents do not visit zero-waste stores. This group do not know about the existence of zero-waste stores at all. Here, we can find the possibility of another professional research and subsequent development. The topic for subsequent, probably qualitative research, should be to find out specific attitudes of consumers towards zero-waste stores and to reveal the causes of a negative attitude. The ignorance of zero-waste stores can then be solved by marketing tools.

The strongest group of respondents is also very important, namely those who would like to visit the store, but they cannot, due to the distance or non-existence of the store in their place of residence. Unfamiliarity and distance and the non-existence of zero-waste stores will also be mentioned in this article in managerial implications.

For a deeper understanding of the results, following analysis was performed in contingency tables (crosstabs), which examined the relationship between knowledge and attendance

of non-packaging stores and sociodemographic data such as gender, age, district (region), income and job.

Zero-waste stores		Gender	
		Male	Female
way too far	Adjusted Residual	-2.2	2.2
not visiting	Adjusted Residual	2.4	-2.4
Pearson Chi-Square	Asymp. Sig. (2-sided)	0.005	

Table 2: Attendance of zero-waste stores according to gender
Source: Authors

Research shows that zero-waste stores are most often out of reach for women. Women usually carry out most of the family's shopping behavior and they actually know about unwrapped stores. But due to the walking or commuting distance, these stores are probably not attractive to them in terms of time consumed.

The negative approach, characterized by not visiting of zero-waste stores, is usually taken by men. They know about the concept, but they do not visit stores. There can be several reasons – workload, little personal involvement in shopping behavior, rejection of the idea, etc.

Zero-waste stores		Age Range	
		1996-2001	1976-1995
often visiting	Adjusted Residual	.1	2.7
few times	Adjusted Residual	3.3	1.1
Pearson Chi-Square	Asymp. Sig. (2-sided)	0.002	

Table 3: Attendance of zero-waste stores according to age range
Source: Authors

From this table, it is quite clear that the tendency to shop in zero-waste stores is generally have the younger generations. The mutual relationship between visiting zero-waste stores and persons under the age of 45 has been proven. Young people are generally more open to new concepts and new ideas, growing up in a world where sustainability needs to be taken seriously. People between the ages of 25 and 44 often visit zero-waste stores, i.e. people already working who already have the necessary resources and depth of information about the problem. The stores have been tried several times by people between the ages of 19 and 24, who are probably newly experiencing this format. The development of their buying behavior depends on their satisfaction with this form of retail.

Zero-waste stores		Region of Czech Republic					
		Prague	South Bohemia	Liberec	Pardubice	Central Bohemia	Usti nad Labem
often visiting	Adj. Res.	-.7	2.2	1.4	-.6	-1.4	-.6
few times	Adj. Res.	2.1	1.8	-.7	-.7	-.8	-1.0
way too far	Adj. Res.	-.1	-.1	2.0	3.4	-1.0	-.2
not visiting	Adj. Res.	1.8	.1	-.6	-1.7	2.9	-.8
unfamiliar with	Adj. Res.	-1.5	-2.5	-1.6	-1.2	1.6	2.2
Pearson Chi-Square	Asymp. Sig.	0.004					

Table 4: Attendance of zero-waste stores according to region of the Czech Republic
Source: Authors

The evaluation of shopping behaviour in zero-waste stores is very interesting by region. In order to be able to imagine the results in a broader context, it is necessary to add information about the distribution of zero-waste stores within the regions. In the following overview, it is possible to find the numbers of all stores with full or partial zero-waste operation.

Region	Number of Zero-waste store	Number of residents
Praha	119	1324277
South Moravia	99	1191989
South Bohemia	24	644083
Liberec Region	16	443690
Zlin Region	21	582555
Pilsen Region	20	589899
Pardubice Region	17	522662
Olomouc Region	20	632015
Karlovy Vary Region	9	294664
Central Bohemian Region	36	1385141
Hradec Kralove Region	13	551647
Moravian-Silesian Region	28	1200539
Vysocina Region	8	509813
Usti nad Labem region	12	820965

Table 5: Number of zero-waste stores in Czech Republic according to region
Source: Authors

In this table, the regions are sorted in order according to the ratio of zero-waste stores to the number of residents. Most of these stores are in Prague and in the South Moravian Region, where almost 88 stores out of the total number are located in Brno. On the other hand, the least accessible are zero-waste stores in the Vysocina Region and the Usti nad Labem Region. According to the research, tendencies to prefer this concept where found in two regions, namely South Bohemia Region and Prague. In the South Bohemian Region, people are strongly willing to shop in zero-waste stores. This result reflects the relatively high density of these stores in this region. As in terms of population, this region ranks third place among other regions.

The problem of availability of zero-waste stores was recorded mainly in the Liberec and Pardubice regions. Both regions belong to the first half of the ranking with quite high density of these stores. The reasons for this result need to be verified and explained by further marketing research.

Lowest visit preference of zero-waste stores was found in Central Bohemian Region. This may be due to the relatively large area of the region, the large number of residents, which has fewer zero-waste stores density than in other regions. The Central Bohemian Region is tenth among other regions in terms of density of zero-waste stores in relation to the population. The fact observed in the density of zero-waste stores in the regions was also confirmed in this research. People in the Usti nad Labem Region are very unfamiliar with idea or the concept of sustainable zero-waste stores. There are the fewest number of these stores per capita.

Zero-waste stores		Income Range			
		0-15000	16-30000	31-50000	51-100000
few times	Adj. Res.	1.3	2.7	2.3	-.3
way too far	Adj. Res.	-.2	.7	-.7	-.1
not visiting	Adj. Res.	-1.7	.6	.9	2.8
unfamiliar with	Adj. Res.	2.5	1.3	-2.3	-1.2
Pearson Chi-Square	Asymp. Sig. (2-sided)	0.008			

Table 6: Attendance of zero-waste stores according to income range
Source: Authors

Groups of the population that are interested in shopping in zero-waste stores according to income, also can be identified. People with income range between 16 and 50 thousand crowns have already visited such a store and experienced it several times. They have sufficient resources to buy quality products, so it is appropriate to strengthen their experience and to create their loyalty.

People with significantly high incomes, over 50,000 crowns, do not shop in zero-waste stores. This part of the population has a significantly different standard of living and shopping habits. It is relatively difficult to penetrate them with a shopping concept that not only does not save their free time, but on the contrary burdens it with a different form of shopping (for example bringing their own containers).

The link between low knowledge of zero-waste stores and income was demonstrated by respondents with very low income up to 15 thousand crowns. These people ensure the necessary course of their lives and satisfy basic needs, so it is obvious that a similar concept is not one of the topics in which they would have a deeper knowledge.

Zero-waste stores		Job							
		full-time job	ma-ternity leave	materni-ty leave + job	senior	senior + job	stu-dent	stu-dent + job	unem-ployed
few times	Adj. Res.	-.9	.9	2.5	-1.7	-1.0	3.5	2.0	-1.5
way too far	Adj. Res.	-1.2	.9	-.8	.0	2.4	.0	.7	-.1
not visit-ing	Adj. Res.	2.2	-.5	-.3	-.4	-.8	-1.1	-2.1	-.3
unfamil-iar with	Adj. Res.	-.2	-1.3	.7	2.5	-.9	-2.3	-.2	1.5
Pearson Chi-Square	Asymp. Sig.	0.002							

Table 7: Attendance of zero-waste stores according to job
Source: Authors

The last evaluated sociodemographic variable is the job. Predictable trends can also be observed here. For example, seniors who no longer have an additional income are unfamiliar with similar concepts, nor they are not considering buying in zero-waste stores. Interesting thing is, however, younger seniors who are somehow still working would be interested in this type of store, but zero-waste stores are inaccessible to them in terms of distance. The network of stores is too sparse, the costs associated with travel and time are for working pensioners probably too high.

Women on maternity leave sometimes or often shop in zero-waste stores. Especially those who have another income than maternity leave payment. They have a relatively larger fund of time, and if they earn extra money, they can afford to buy better quality and sustainable products. These products cannot be usually available in the regular stores network.

Another attractive group of motivated customers are students, who are actively involved in the sustainability in their education activities. They usually have information on how similar concepts work and are open to new experiences. They can also be used as word spreaders among other groups of potential customers.

The problem of this concept, however, could be the link between unwillingness to shop in zero-waste stores and people who have full time job. These people are busy, but they have funds for shopping. Their unwillingness could be formed by unsuitable opening hours of zero-waste stores or necessity of preparation for purchase (own containers). Or a small leisure time fund for studying about sustainability and zero-waste stores.

Managerial implications ——— Based on the results of the research and the identified links, it is possible to propose certain recommendations for more effective addressing of target groups of zero-waste stores. Some mutual relations are relatively interesting. Due to the representative research sample (panel of households), provided by the Behavio Labs agency, it is possible to consider generalizing some findings with respect to the basic population of the Czech Republic. Based on this generalization, research may have implications that can be used in practice for higher effectiveness of addressing potential customers of zero-waste stores.

In general, it can be stated that zero-waste stores face two basic problems. The first one is that some population groups are basically unaware or unfamiliar of it at all. These groups include older seniors, people with a very low income or residents of the Usti nad Labem Region. In this group of potential customers can be found a way to solve this problem. The Usti nad Labem Region has the lowest number of zero-waste stores per capita. Therefore, current zero-waste stores should be intensively communicated in order to strengthen knowledge and support the desire of residents to try a new shopping concept. There is not much room for development and empowerment in the other named groups, due to the lack of resources in both groups and the very different attitudes of older seniors to sustainability issues.

The second basic problem is that some active and economically interesting groups of the population do not visit zero-waste stores. Generally – men; it is logical, because the tendency to develop sustainable topics in society is shown mainly by women, and women also provide most of the shopping behavior. However, it is also possible to communicate the positives of zero-waste stores to men, as the increasing percentage of men live alone in the household, but similar campaigns have not yet been implemented. Clearly, therefore, it is necessary to focus on the communication of other topics than just the contribution to the planet and the family, which do not appeal to men too much.

Furthermore, the category of people having full time job also do not react to shopping in the zero-waste stores. At least some of these people have sufficient income to buy products traded in zero-waste stores. Due to their busy schedule, it is necessary to adjust the opening hours of these stores. Many operate in the mode of traditional retail units, opened during usual working hours. They cannot compensate their own working hours for the time spent in a zero-waste store. With the extension of availability, zero-waste stores can probably expect an increased interest of people working.

Similarly, this could work for group of people with average income. In the category with above-average incomes, there is not a tendency to shop in zero-waste stores. As a solution here, the expansion of distribution channels could be considered. For example, a delivery service or regular periodic deliveries directly to the household, which should have to make a significant contribution to the comfort and time savings of this group of population.

The research also shows that for some groups of respondents, zero-waste stores are too out of way and therefore inaccessible. For example, working pensioners who know about the concept, but the stores are out of way for them. The solution could be to concentrate stores in the places where this group lives – in the housing estates of larger cities.

However, women solve a similar problem. Due to the workload and other purchase behaviour, they need to save time during their shopping. Zero-waste stores located in shopping malls could at least partially cover and solve this problem.

Insufficient coverage of zero-waste stores could also be solved at the investment level, where local, regional or state authorities would support the establishment of similar sales concepts, provide them with advice or grant assistance.

At the same time, it is possible to observe that this concept already works within some group of respondents. These people have already visited the zero-waste store and in some cases, they visit it regularly. Our society is generally relatively rigid in embracing innovation and change. It is necessary to stimulate these groups and strengthen the desire towards zero-waste stores.

Young people, especially students, are aware of this sustainable way of doing business and very often have direct experience. It is appropriate to address this group of the population in the form of online advertising or by communicating on social networks. People between the ages of 16 and 25 are actively involved in sustainability discussions in secondary

and higher education; more intensive communication, for example with the use of influencers, could in this case greatly streamline the possibilities of reaching this target group.

The services of zero-waste stores are also often used by mothers on maternity leave. Mothers can be affected by increasing the comfort of shopping. It is appropriate to provide some kind of care to their children during the visit of zero-waste store. This is the way, how to ensure that the purchase is made calmly and without stress. Inclusion of play corners in the sales area, could strengthen the loyalty of this population group.

From a geographical point of view, it is necessary to operate mainly in the regions, where the concept works, namely in Prague, the South Bohemian Region and the South Moravian Region, specifically in Brno. These locations have the most zero-waste stores per capita. Strengthening current marketing communication could lead to a stronger relationship with current customers and at the same time it could attract new ones – those who would like to try a new style of shopping and to contribute to long-term sustainability in the economic sphere.

Conclusion — Sustainability is very important in retail management on the strategic and operational level, too. Every decision follows the strategy of sustainability, which improves consumers' satisfaction and perception of retailers' brand. Retailers define CSR strategies, search for local suppliers with sustainable products, and manage business processes according to sustainable principles. Some retail concepts are based on sustainable principles from foundation. Zero waste principle is one of them. The best practice of zero waste stores shows fundamental principles of these concepts. The businesses buy and sell in returnable or ecological packaging. The application of other sustainable principles is significant in the best practice study, too. The business prefers local farmers with product of a high quality. The zero waste store Selský rozum organizes lectures and workshops for children and public, and form the zero waste community to share information and experiences.

The young generation inclines to behave sustainable and is interested in zero waste concepts. The problem for zero waste stores poses senior generation. Seniors do not know zero waste stores, according to results of research, presented in this paper. People with a very low income and residents of the Usti nad Labem Region are unfamiliar of it at all, too. Some group are not interested in these stores, for example men. Men do not tend to behave more sustainable than women. On the other side, people having full time job and average income do not incline to visit zero waste stores. The major reason is time. Many of these stores have limited time schedule, which could be suitable for mother on a maternity leave, not for people having full time job. Solution of this problem is more comfortable schedule time or delivery system. It can solve the next problem, identified by results of research, the inaccessibility of zero waste stores.

The analysis of the REDUCA map explored regions with a low infrastructure of zero waste concepts. Elimination of low interest in zero waste stores should go hand to hand with the developing zero waste infrastructure. Regions with low infrastructure are often endowed with local farms, regional producers. They can follow zero waste principles in their small stores/vending machines. Zero waste principles in retail mean lower cost, because of no packaging. Zero waste principles can be applied in many forms, in such every store, and mean lower costs. It is necessary to follow hygiene standards, some preferences of customers. But, every generation want to protect an environment for the future generations. Every generation want to save money. Every generation want to buy products of a high quality. Zero waste principles in retail support these preferences.

The next interest should be concerned in possibilities to apply basic zero waste principles in every store. What barriers can disturb the application? If any?

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Klíčové slová / Key Words — consumer behavior, corporate social responsibility, Czech consumer, environmental protection, retailer, sustainability, sustainable principles, sustainable products, zero waste, zero waste grocery store
spotřebitelské chování, společenská odpovědnost firem, český spotřebitel, ochrana životního prostředí, retailer, udržitelnost, principy udržitelnosti, udržitelné produkty, zero waste, bezobalová prodejna

JEL klasifikácia / JEL Classification — L62, M11, M31

Résumé — Vnímání udržitelných retailerů spotřebiteli

Udržitelnost je dlouhodobý trend v mnoha svých podobách. Retaileri nabízejí udržitelné produkty, definují strategie společenské odpovědnosti, chovají se udržitelně, společensky odpovědně ve svých každodenních aktivitách a pomáhají s environmentálním vzděláním. Článek se zaměřuje na popis vnímání udržitelných konceptů v retailu českými spotřebiteli. Malý podnik, založený na udržitelných principech, bude představen jako best practice. Spotřebitelé se stále více zajímají o udržitelné firmy. Ale je jejich pohodlí a úspora peněz stále přednější než udržitelný nákup? Budou prezentovány výsledky marketingového výzkumu, který poukáže na vnímání udržitelných retailerů v České republice. Bylo organizováno dotazníkové šetření, data od 977 respondentů jsou interpretována v tomto článku. Výsledky popisují rozdíly mezi respondenty s ohledem na věk, gender, příjmy, region nebo pracovní zařazení. Bezobalové prodejny nebo jiné bezobalové koncepty jsou ve své podstatě udržitelné. Proto jim byla věnována pozornost i při tomto výzkumu a z jeho výsledků plynoucích doporučení pro retail.

Kontakt na autorov / Address — Ing. Eva Jaderná, Ph.D., ŠKODA AUTO University, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: eva.jaderna@savs.cz

Ing. Hana Volfová, Ph.D., ŠKODA AUTO University, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: hana.volfova@savs.cz

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PURPORTED GREEN ATTITUDE VS. ACTUAL PRO-ENVIRONMENTAL BEHAVIOUR OF CZECH CONSUMERS

Green attitudes and consumer behaviour should correlate in order to achieve environmental objectives. Yet an attitude-behaviour gap exists, and there are many reasons why green attitudes are not proportionately translated into actual behaviour. This paper aims to describe the foundations of green attitudes of Czech consumers – their trust in solutions of companies, their belief in global warming and their willingness to join pro-environmental initiatives. Czech consumers were segmented by their gender, age and education. Based on a literature review and the results of this research, managerial implications were suggested in order to reduce this attitude-behaviour gap and help companies to communicate their green strategy more effectively. These findings were framed by the previous research papers by the authors (Jaderná et al.) and should give an indication how to understand Czech consumers better.

Introduction — One of the first pro-environmental movements emerged between 1960 and 1970, when pollution and energy conservation were among the most discussed topics (Straughan and Roberts 1999). Since then, the topic of environmental protection and environmental concern have become widely reported in the media. In the 1980s, growing evidence of environmental problems, including the depletion of the ozone layer, led to increased pressure group activity. In 1987, The Brundtland Report concluded that „economic growth had a role to play in improving the standards in the less industrialised world“ (Charter and Polonsky 2017, p. 15). The result was increased public environmental awareness up to the new millennium. For instance, the general concern about global warming, dependence on fossil fuels, overpopulation or deforestation rose between the years 2005 and 2009 among U.S. adults (Ottman 2011). In the Czech Republic, however, interest in the topic in the same period was minimal. Attention has only increased more recently. Nowadays, we as consumers are used to listening or reading news regarding environmental issues or share such news via social media worldwide.

Can we argue that being „green“ is somehow trendy? This research question was investigated by Griskevicius, Tybur and Van den Bergh (2010) in their research paper Going Green to Be Seen: Status, Reputation, and Conspicuous Conservation. The findings were noteworthy – when status motivators are used, consumers tend to choose and buy green products more often instead of non-green, though more efficient or even cheaper, conventional products. They also found that another important criterion is whether the consumer buys the product alone or in public. In public, the demand for green products is much higher compared to buying in private. As Follows and Jobber (2000) found, we as consumers pretend to act in favour of environmental protection and to demonstrate our pro-environmental concern, but this attitude is not evenly translated into our actual behaviour.

Generally, green consumption is rising as well as the offer of green products. As reported by Roberts (1996), Ottman highlighted the rise of green innovative products and green developments in the U.S. from a 0.5% to 13.4% share in the total number of innovative products and developments in 1994. It is possible to say, that such a trend could continue as long as companies have motivations or incentives to implement new green strategies or develop green products, and consumers are willing to buy these products. The Theory of Consumption Values by Sheth, Newman and Gross (1991) is based on findings about values connected with consumption. According to the authors, it is important that these values (functional, emotional, epistemic, social and conditional) are inter-independent and influence our buying behaviour differently for every unit of consumption. The same finding is successfully applicable to green products, as examined by Gonçalves, Lourenço and Silva (2016). Nevertheless, the process of segmenting does not have to be based on values only.

Previous attempts at green consumer segmentation were inconsistent both because of criteria used for the segmentation and because of the resulting relations between variables (Jaderná et al. 2019). Peattie (2010) pointed out that the vast majority of green consumer research is based on attitude, not the actual behaviour. This „attitude-behaviour gap“ is therefore in need of further research and deeper understanding because research based on attitudes rather than actual behaviour may be well biased in favour of environmental concern. Besides environmental concern, which can be defined as a protective stance regarding our environment, another factor influencing our green consumer behaviour is perceived consumer effectiveness (Ellen et al. 1991). The environmental impact of our consumption is measured differently by each consumer, and some of them think they can really help nature by changing their buying behaviour. Green scepticism may play a huge role in the attitude-behaviour gap. „Eco-friendly“ and similar descriptions might be found on many products, but without any genuine meaning and legal support (Newton and Cantarello 2014). Such greenwashing may cause consumers to lose both their interest and trust in green solutions of companies. Many non-governmental organisations tried to search for these greenwashing practices and lower the total number of greenwashing activities that could influence consumers to buy inauthentic green products (Lyon and Maxwell 2011). Examples range from BP (formerly British Petroleum) and their rebranding campaign Beyond Petroleum – from crude oil to sustainable energy sources (Ibid.) – through to Ford and their Reinvent the Automobile campaign in the time, when Hummer was still manufactured (Ottman 2011), to, last but not least, the green communication of Volkswagen during Dieselgate.

We witnessed a wave of environmental concern raised by the currently youngest generation, Generation Z, and their Fridays For Future movement. Considering global warming, green solutions of companies and different forms of activism, Greta Thunberg achieved media attention worldwide. Yet the role of green consumer segmentation according to demographic variables is still controversial. Do Paco and Raposo (2009) highlighted this finding in their research review. The focus of our research is to offer a broader examination of Czech green consumers in this context and help companies to shape their green communication and strategy to fit today's world.

The segment of Czech green consumers — In the first paper, „Selected aspects of green behaviour of Czech consumers“ (Jaderná et al. 2018), the focus was on recycling, packaging and consumption of water and energy. Czech consumers put effort into recycling both plastic and paper. Higher education was connected with preference for sustainable packaging. It was confirmed that women tend to consume energy and water in a less wasteful manner. Generally, Czech consumers could be defined as conventional, saving energy and water mostly because

of money. In terms of generation, research pointed out a dissatisfaction of Generation Z with the current state of environment. Yet the unwillingness to pay more for green products and mistrust towards the green activities of companies (green scepticism) was present amongst these young people.

In the previous paper of this series, „The interest of different generations of Czech consumers in certified products and environmental organisations“ (Jaderná et al. 2019), knowledge of both environmentally friendly products and organisations was studied as well as the buying activity of such products. It was mostly Generation Y who was influenced by environmental certifications, and respondents from this generation tend to make their buying-decisions according to such logos. The dissatisfaction of Generation Z with the current condition of the environment did not significantly influence its buying behaviour of pro-environmental certified products nor the knowledge of such organisations. Higher education was connected with better knowledge of such environmentally friendly products. In the case of women with higher education, buying behaviour was significantly influenced towards consumption of „bio“ products (note [1]). The reason for the attitude-behaviour gap (knowledge-behaviour) was not clarified in the paper.

In this paper, the authors would like to inspect the trust of consumers in green solutions of companies, their belief in global warming and willingness to join pro-environmental activities. The aim of this particular research to discover the degree of such trust, belief and willingness of Czech consumers. Moreover, the authors would like to jointly sum up the knowledge, causalities and relations which can be examined based on the data provided by the original research, thus providing a better understanding of Czech green consumers.

Methodology — An online survey was conducted in June 2018. The application Trendaro was used, operated by the professional survey company Behavio Labs, s. r. o. A total of 1,000 respondents were chosen as a representative sample of the Czech online population. The proportion of gender and other sociodemographic characteristics is the same for the representative sample and for the whole Czech online population. Besides gender, the other characteristics were age, education and the size of respondents' hometown.

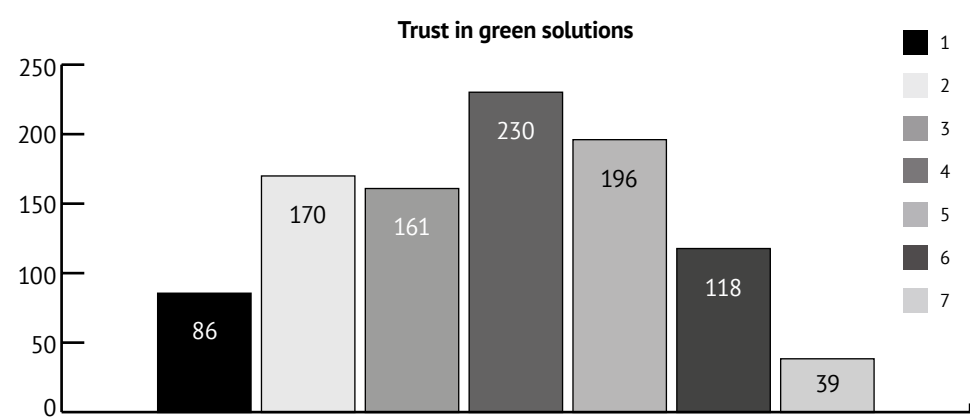
Three questions were examined and hypotheses defined according to previous findings and literature review. First question examined the trust in green solutions of companies with answers on a scale ranging from 1 to 7, t-test was used in order to evaluate answers according to gender and ANOVA test was used to evaluate answers according to education and generation. Hypothesis (H1): Women tend to trust the effort of companies to apply green solutions more often than men. Hypothesis (H2): People with lower education level tend to trust the effort of companies to apply green solutions less often than people with higher education level. Second question examined the belief in global warming. Chi-squared test was used to evaluate the respective answers. Hypothesis (H3): Women are more likely to think global warming is a fact than men. Hypothesis (H4): Younger generations (people born after year 1976) tend to believe in global warming more often compared to the older generations (people born before year 1976). The last question examined the willingness of consumers to join pro-environmental activities. In order to evaluate the answers, t-test was used for evaluation of answers according to gender and ANOVA test for evaluation of answers according to education and generation. Hypothesis (H5): Women tend to join higher number of pro-environmental activities than men (on average). Hypothesis (H6): Respondents with university degree tend to join the highest number of pro-environmental activities on average. Hypothesis (H7): Respondents who trust the effort of companies to apply green solutions tend to join the highest number of pro-environmental activities on average.

Attitude-Behaviour gap within environmental action — Researchers were interested in three specific questions which were included in the questionnaire, followed by examination of possible correlations based on the findings. The three questions were: 1) trust in green solutions of companies? (generally, without a specific company mentioned), 2) belief in global warming and 3) activities to help the environment during the year that preceded the questionnaire. The aim of the paper was to uncover possible differences between the answers of respondents regarding their gender, educational level (basic, high school without/with graduation, university degree) and age – generation specifications according to Flodrová and Šilerová (2011), see Table 1.

Generation	Silent generation	Baby Boomers	Generation X	Generation Y	Generation Z
Years	1928-1949	1950-1963	1964-1975	1976-1995	1996-2000

Table 1: Generation specifications
Source: Authors, inspired by Flodrová and Šilerová (2011)

Firstly, trust in green solutions of companies was examined. Respondents could answer on a scale ranging from 1 to 7: 1 stood for „marketing intentions only“, and 7 stood for „sincere effort“. The results are shown on Graph 1 and the overall average of respondents was 3.79.



Graph 1: Trust in green solutions
Source: Authors

Considering gender, there is a significant difference between men and women (the p-value of the corresponding t-test is 0.029). The results are summarised in Table 2. Women are more likely to trust the effort of companies to apply green solutions with a mean of 3.9 in comparison with men with a mean of 3.68. Therefore, we can claim that H1 has been verified.

	Men	Women	p-value
Mean	3.68	3.90	0.029

Table 2: Influence of gender on trust in green solutions
Source: Authors

Considering the education level, there is a significant difference amongst respondents according to their education (the p-value of the corresponding ANOVA test is 0.014). The results are summarised in Table 3. Respondents with a university degree tend to trust companies the most with an average of 4.07. Based on the averages, it can be stated that the lower the education level is, the lower the average trust in green solutions on the considered scale. Therefore, we can claim that H2 has been verified.

	Basic education	High school w/o grad.	High school with grad.	University degree	p-value
Average	3.58	3.67	3.73	4.07	0.014

Table 3: Influence of education level on trust in green solutions
Source: Authors

The authors were also interested in the difference between Czech generations. However, in this case, there was no significant difference found between defined age groups with a significance level $\alpha = 0.05$ (because the p-value of the corresponding ANOVA test was 0.96).

Secondly, the authors focused on the respondents' opinion on global warming. A significant difference was found between the opinion of men and women (the p-value of the corresponding chi-squared test was 2.9×10^{-6}). The results are summarised in Table 4. Interestingly, 18% of men in comparison to only 8% of women consider global warming to be mere fiction, whereas 73% of women in comparison with 69% of men believe global warming to be a fact. Therefore, we can claim that H3 has been verified.

	Men	Women	Overall
I do not know	13%	19%	16%
Fact	69%	73%	71%
Fiction	18%	8%	13%

Table 4: Influence of gender on opinion on global warming
Source: Authors

From the point of view of generations, there is a significant difference (the p-value of the corresponding chi-squared is 0.042). The results can be found in Table 5. Younger respondents (born between 1964-2000) tend to believe more in global warming compared with older ones (1928-1975).. Generation Y (1976-1995) was the peak with 76% of respondents believing in global warming compared with the Silent Generation (1928-1949) with only 61%.The opposite is true when we consider respondents who think that global warming is only a fiction – Generation Y (1976-1995) as an age group with the lowest percentage (11%) of respondents who consider global warming a fiction.

	1928-1949	1950-1963	1964-1975	1976-1995	1996-2000	Overall
I do not know	22%	17%	21%	13%	13%	16%
Fact	61%	67%	65%	76%	75%	71%
Fiction	17%	16%	14%	11%	13%	13%

Table 5: Influence of age on the opinion on global warming
Source: Authors

Based on the results, we can claim that H4 has been verified, because Generation Y (76%) and Generation Z (75%) are the two generations with the highest percentages of respondents believing in global warming.

From the point of view of education level, it can be stated that education level does not significantly influence the belief in global warming with a significance level $\alpha = 0.05$ (because the p-value of corresponding chi-squared test was 0.075).

Lastly, the activities connected with environmental protection and participation in such activities by respondents was investigated. (The question asked whether the respondents took part in this type of activity during the year that preceded filling in the questionnaire.) The given activities were:

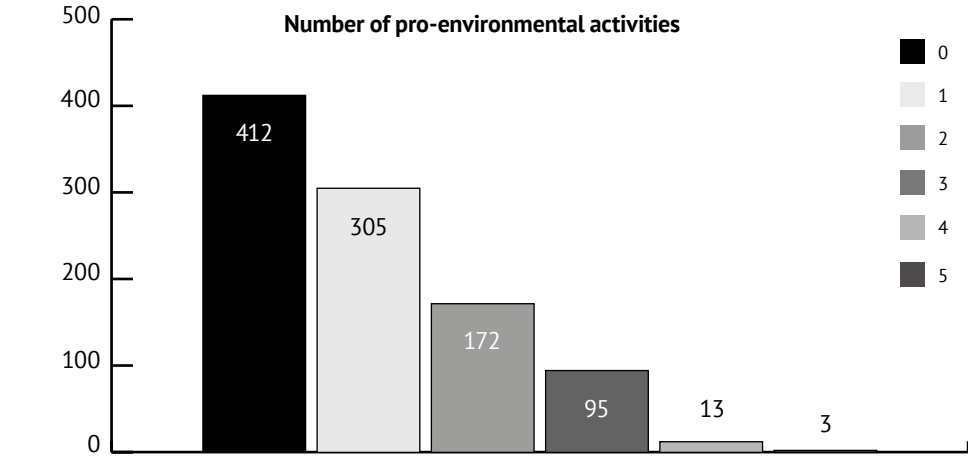
- Helping to clean the countryside (such as Uklidme Česko).
- Signing a petition to protect nature.
- Sharing articles about environmental protection via social media.
- Financial gift (as a part of environmental protection).
- Participation in environmental demonstrations.

In Table 6, it is possible to see the overall percentages of activities undertaken by the respondents. A Total of 41% of respondents did not take part in any of the given activities. On the other hand, approximately one third of respondents (34%) share articles via social media, which could be considered the easiest way to highlight such problems.

	Cleaning nature	Signing petition	Sharing articles	Financial gift	Demonstrating	Nothing
Overall	29%	27%	34%	9%	1%	41%

Table 6: Environmental activities undertaken during last year
Source: Authors

To use the data further, the authors decided to tally the number of all activities that each respondent joined (results shown in Graph 2) and calculate the overall average for all respondents, which was 1.001.



Graph 2: Number of pro-environmental activities
Source: Authors

With such an aggregated number (activities joined during the last year by an individual as a single number), a significant difference can be found between men and women. (The p-value of the corresponding t-test is 0.011). With a mean of 1.086, women are more active in such environmental activities compared with men (average of 0.92). Therefore, we can claim that H5 has been verified. The results are summarised in Table 7.

	Men	Women	p-value
Mean	0.92	1.086	0.011

Table 7: Influence of gender on the number of activities
Source: Authors

As for the age generations, a significant difference can be seen in the number of activities that respondents participated in. (The p-value of the corresponding ANOVA test is 0.034.) The results are summarised in Table 8. The averages for the youngest age group and the oldest age group were the lowest. Generation Z (1996-2000) had an average of 0.77 (the second lowest). However, note that the data was collected before the emergence of the Fridays for Future movement, which would later probably increase the average of this generation.

	1928-1949	1950-1963	1964-1975	1976-1995	1996-2000	p-value
Average	0.68	1.005	0.94	1.09	0.77	0.034

Table 8: Influence of age on the number of activities
Source: Authors

Results vary significantly when considering education level of respondents (the p-value of the corresponding ANOVA is 0.00095). As seen in Table 9, respondents with a university degree participate in 1.19 activities on average compared with the lowest average result of 0.83 activities of respondents who attended high school without graduating.

	Basic education	High school w/o grad.	High school with grad.	University degree	p-value
Average	0.90	0.83	1.02	1.19	0.00095

Table 9: Influence of education on the number of activities participated in
Source: Authors

According to the results, we can claim H6 has been verified. Respondents with university degree tend to join the highest number of pro-environmental activities (1.19) on average. For the purposes of further investigation, the authors decided to look at the possible correlation between belief in global warming and participation in environmental activities. From the list of activities, correlation of belief in global warming was studied with the following actions – taking part in demonstrations, sharing articles via social media and, generally, with the aggregated number of activities that respondents participated in. The presumption was based on the idea that if people believe in global warming, they would therefore be more active in joining the demonstrations and would rather share via social media and generally be more proactive in such activities.

As there is 71% of respondents believing in global warming, only 1% of all respondents reported to take part in a demonstration in the year that preceded the questionnaire. Correlation between belief in global warming and participation in demonstration is not statistically significant with the correlation coefficient of 0.0081 (and the corresponding test statistic $t = 0.26$ being less than the quantile $t_{0,975(998)} = 1.962$).

Correlation between belief in global warming and sharing articles via social media (34% of all respondents reported sharing such articles) is statistically significant with a correlation coefficient of 0.13 (the corresponding test statistic $t = 4.12$ being greater than the quantile $t_{0,975(998)} = 1.962$), as well as the correlation between a belief in global warming and the number of activities participated in with a correlation coefficient of 0.16 (the corresponding test statistic $t = 4.99$ being greater than the quantile $t_{0,975(998)} = 1.962$).

The last presumption was that if people believe in green solutions of companies, they could have a feeling that acting in support of environmental protection will pay in the future. The correlation was examined between trust in green solutions of companies and the number of activities participated in. Such a correlation is significant with correlation coefficient of 0.12 (the corresponding test statistic $t = 3.84$ being greater than the quantile $t_{0,975(998)} = 1.962$). Therefore, we can claim that H7 has been verified.

Conclusion — Czech consumers are still indecisive in the question of trust or mistrust in green solutions of companies. As the data showed, the overall average on the given scale (where 1 stood for „only marketing intentions“ and 7 stood for „sincere effort“) is 3.79. But on the long tails (end points), it is less than 5% of respondents who think about the green solutions as sincere effort and less than 10% of respondents who indicate their total mistrust in these marketed solutions (sense of greenwashing). However, the higher the education of respondents is, the higher their certainty about green solutions of companies.

Increasing public environmental concern was witnessed regarding the belief in global warming. As shown in the research, there is a significant difference between generations. An increasing percentage of respondents (up to the youngest Generation Z) believe in global warming, which supports the trend in rising environmental concern amongst young people. Namely 76% and 75% of respondents from Generation Y and Generation Z, respectively. Across the generations, a higher percentage of women reported believing in global warming compared with men.

The general concern about the environment is on the rise. Yet green scepticism is present as well as the attitude-behaviour gap. From the point of pro-environmental activities undertaken during the year that preceded filling the questionnaire, 41% of respondents did not join a single activity from the given options. Once again, it is education that significantly influences the willingness to join pro-environmental activities. The higher the education, the more activities respondents tend to join. The strong role of social media in green communication is supported, as 34% of respondents reported publicly sharing articles with environmental issues. On one hand, the positive relation between belief in global warming and sharing articles via social media was found. On the other hand, joining a demonstration is still probably a too extreme and more time-consuming form of presenting the green concern of consumers, as it is approximately 1% of respondents reporting so. Moreover, the relation between rising belief in global warming and joining demonstrations was not witnessed.

Czech consumers also show signs of being more proactive. The more trust they have in green solutions of companies, the more activities they join to show their pro-environmental concern. Both these expressions of interest in green activities are positively related with education.

Managerial implications to apply in the Czech Republic — Based on this research, the presented papers (Jaderná at al. 2018; Jaderná et al. 2019) and review of local research literature, we can assume that green consumers and related green marketing in the Czech Republic has many obstacles to overcome. Firstly, green scepticism towards company solutions and products is prevalent. Štrach (2019) adds that fewer but truthful and ethically sound marketing communications should be implemented to achieve the goal and become more trustworthy for consumers. There is no need for over-marketed solutions. Secondly, as the vast majority of today's Czech consumers experienced Soviet hegemony and communism, they are much more function-and-utility-oriented and do not accept higher risk connected with new products and a search for further information (Némethová 2018a). Thirdly, marketers have to deal with young generations (Generation Y and Generation Z), which are used to capitalism-like western freedom and new technologies. Furthermore, they are more likely to buy into the visions provided by companies and read into adverts (Némethová 2018b). Fourthly, social media, e-commerce and education-based marketing is a way to empower brand loyalty, increase consumer willingness to join pro-environmental activities and educate consumers about green solutions, which are sometimes perceived sceptically (Knihová 2020). Lastly, high price sensitivity is a very important factor to take into account. Functional value is important for older generations (price, savings, and energy and water conservation). It partly translated into the behaviour of younger generations as well, and even improved in the field of recycling. The younger generations (Generation Y and Generation Z) are then price-sensitive when buying products (Vokounová 2019), easily searching online for many alternatives, yet they are not always able to distinguish ecological products when greenwashing may be present (Vokounová and Kopaničová 2015).

Regulation and governmental incentives could also be helpful to consumers for better market orientation, buying behaviour and education. Environmental certifications need to be more transparent, and easy to understand even for older generations. Demarketing and focus on „limits to growth“, as well as the focus on sustainability as a part of education, could play a key role in the future, which starts now. This research should provide an overview of the current state of green consumption, attitude, and behaviour of Czech green consumers. It was not the purpose of this paper to give a precise recipe for green marketing or green segmentation, but it can help to better understand green consumers and serve as a clue for individual companies and their green consumer strategies.

Poznámky / Notes — [1] The term „bio“ is used in the Czech Republic to denote „organic“ products. | [2] This paper is one of the outcomes of the research grant SGS/2019/01 Jaderná, Department of Marketing and Management at SKODA AUTO University.

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Klíčové slová / Key Words — green consumer, environmental concern, green scepticism, green marketing, consumer behaviour, segmentation
zelený spotřebitel, obavy o životní prostředí, zelený skepticismus, zelený marketing, spotřební chování, segmentace

JEL klasifikácia / JEL Classification — L62, M11, M31

Résumé — Vyjádřený zelený postoj vs. skutečné pro-environmentální chování českých spotřebitelů

Zelený postoj a zelené spotřební chování by měly ve svém projevu korelovat, jedině tak lze dosáhnout cíle našeho environmentálního zájmu. Dosud však existují rozdíly mezi postojem a chováním a zelený postoj se nepropisuje rovnoměrně do skutečného spotřebního chování. Cílem této práce

je popsat základní poznatky z výzkumu zeleného postoje českých spotřebitelů – důvěru v zelené aktivity firem, postoj ke globálnímu oteplování a ochotu zapojit se do pro-environmentálních aktivit s ohledem na segmentaci dle pohlaví, věku a vzdělání. Na základě výsledků výzkumné i teoretické části byly popsány manažerské implikace s cílem redukovat tuto mezeru mezi vyjádřeným postojem a skutečným chováním. Výsledky tohoto a předchozích článků (Jaderná a kol.) by měly sloužit jako vodítko k lepšímu porozumění českých zelených spotřebitelů.

Kontakt na autorov / Address — Mgr. Radka Hakl Picková, Ph.D., ŠKODA AUTO University, Department of quantitative methods, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: radka.pickova@savs.cz

Bc. Michal Hrubý, ŠKODA AUTO University, Department of marketing and management, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: edu.michal.hruby@savs.cz

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NEUROMARKETING V MODERNEJ SPOLOČNOSTI

Neuromarketing vymedzuje marketingový nástroj komunikácie, ktorý dáva možnosť pozorovať spotrebiteľské správanie. Úlohou neuromarketingu (ďalej NM) je hlbšie poznanie motivácie spotrebiteľa. Voľný preklad NM sa orientuje na meranie fyziologických a neurálnych procesov (neuropsychológia) s cieľom nadobudnúť poznanie o motiváciách, preferenciách a rozhodnutiach spotrebiteľa, ktoré môžu vystupovať, poskytnúť pomoc pri nadobudnutí informovaní o kreatívnej reklame, vývoji produktov, cenách i ďalších marketingových nástrojoch. NM spája poznatky neurovedy (ďalej NV) a marketingu. Skúmaním, odborným vedeckým pozorovaním ľudského mozgu a mysle zákazníka, spotrebiteľa, NM má potenciál odhaľovať spotrebiteľské potreby, názory na produkt, reklamu, značku, preferenciu a konkrétne prvky i mieru záujmu o daný produkt, zároveň NM aplikuje vedecké princípy posudzovania kognitívnych, emocionálnych a behaviorálnych reakcií na marketingové faktory t. j. marketing a neuropsychológiu. V prezentovanej prehľadovej štúdii kriticky hodnotíme selektované štúdie s cieľom poukázať na perspektívu, smerovanie i ďalšie výzvy NM. Predložená teoreticko-odborná prehľadová štúdia bola realizovaná v štyroch databázach (PubMed, Google, FreeFullPDF, OpenGrey), sumarizované boli vedecké články, správy z časopisov, ktoré sa zaoberajú výskumom NM.

Úvod — Neuromarketing predstavuje oblasť výskumu, ktorá integruje modely, ktoré sú vhodné pri výbere spotrebiteľa i preferenciách v rozhodovacom procese, využívajúc variabilné teoretické východiská, experimentálne metódy, ktoré analyzujú procesy nervového systému s upriamením na autonómny nervový systém, ktorý bezprostredne súvisí so zmyslovým vnímaním a rozhodovacím procesom. S ultimátnym cieľom prospechu pre marketingový výskum, biznis v súlade s vedeckým poznaním i blahom spoločnosti (Klinčeková 2016). Ultimátnym cieľom neuromarketingu je porozumieť motiváciám spotrebiteľa. Neuromarketing aplikuje poznatky s neurovedy. Lieskovská (2019) tvrdí, že NV je medziodborovou vedou, ktorá inkorporuje odbory ako (napr., chémia, inžinierstvo, informatika, lekárstvo, filozofia, fyzika a psychológia). Výskum NV v posledných desaťročiach značne pokročil. A to i vďaka inovatívnym technológiám, progresívnym postupom.

1 Metodika neuromarketingu — V roku 1985 Americká marketingová asociácia definovala marketing ako vytváranie nápadov, produktov a služieb, tvorbu konceptov, cien, propagáciu a distribúciu, aby vytvorila výmeny, ktoré naplňujú ambície jednotlivcov a organizácií (Mune 1991). Dôležitým aspektom danej afirmácie je tvrdenie, že marketing sa nelimituje len na činnosť podnikového zisku a propagačnú činnosť. NM využíva i širokú škálu aktivít ako je cenová, produktová či distribučná a iné.

Lee a kol. (2007) poukazujú na dôležitosť interdisciplinarity a komplementarity v NM, zdôrazňujú integráciu viacerých vedných odborov (napr. lekárstva, chémie, informatiky, fyziky, filozofie, psychológie a ďalších odborov). Autor tvrdí, že uplatnením progresívnych techník,

postupov, ktoré pozorujeme v oblasti NV, by bol možný exaktnejší pohľad na „čiernu skrinku“ jedinca v dnešnej spoločnosti.

V posledných rokoch NM vystupuje ako podradený odbor neuroekonómie, ktorej snahou je objasniť neurovednú podstatu ľudského rozhodovacieho správania (Fugate 2007). NV výskum v oblasti neuroekonómie rozhodovania a NM teda môžeme považovať za súčasť vedeckého výskumu o finančnom rozhodovaní. Čo vysvetľuje participácia multi-výskumných tímov i marketingových odborníkov (napr. ekonómov, psychológov a neurovedcov a pod). Podľa Sanfey a Stallen (2015) NM využíva viacero vyšetrovacích techník, medzi ktoré môžeme zaradiť:

- blízko infračervenú spektroskopiu (NIRS),
- funkčné zobrazovanie magnetickou rezonanciou (fMRI),
- elektroencefalografiu (EEG),
- optickú topografiu (OT),
- optickú topografiu/funkčnú blízko infračervenú spektroskopiu (OT/fNIRS),
- pozitronovú emisnú tomografiu (PET),
- magnetoencefalografiu (MEG),
- transkraniálnu magnetickú stimuláciu (TMS), ktorá na rozdiel od neuroimagingových techník zaznamenáva neutrálne aktivity a koreluje ju so správaním. TMS ponúka možnosť narušiť spracovanie nervových informácií a zmerať jeho účinky na správanie.

V posledných 20 rokov zobrazovacie techniky štruktúr a funkcií ľudského mozgu ponúkajú v kognitívnych NV i príbuzných disciplínach perspektívu skúmať špecifické oblasti, ľudského mozgu, partikulárne nervové, hormonálne dráhy a ich funkcie. Výskum sa zameriava na mapovanie, moduláciu, dráh i zmien v mozgových sústavách zodpovedných, podieľajúcich sa na riadení správania človeka. Samuhelová, Šimková (2015) uvádzajú i sledovanie očných zreníc i dopĺňajúcu biometriu.

Vedecká komunita si uvedomuje, že postupy, ktoré preferujú dotazníkové metódy, prieskumy na webe, rozhovory i metódy pozorovania, ktoré sa doteraz aplikovali, predikujú správanie jedinca limitne. Čím môže dôjsť/dochádza k simplifikácii, skreslení objektívnej reality. Inovatívne prístupy v NV majú podľa viacerých autorov ambíciu predikovať, vysvetliť rozhodovací proces spotrebiteľa exaktnejšie, ako dosiaľ aplikované metódy skúmania (Zaltman 2005).

2 Cieľ príspevku a metódy — Cieľom príspevku je pohľad na aktuálne výzvy v oblasti NM výskumu v súčasnej realite. V prezentovanej prehľadovej štúdii kriticky hodnotíme selektované štúdie s cieľom poukázať na smerovanie, perspektívu NM i jeho ďalšie výzvy. Poukazujeme na ďalšie možné východiská.

Predložená prehľadová štúdia bola realizovaná v štyroch databázach (PubMed, Google, FreeFullPDF, OpenGrey). Vyhľadávali sme kľúčové slová prostredníctvom slov, fráz, ktoré identifikujú tému NM. Realizovalo sa doplnkové sledovanie dopredu a dozadu, boli vyhľadané elektronické databázy autorov a odborníkov s cieľom identifikovať exponované vedecky verifikované výstupy. Sumarizované boli vedecké články, správy z časopisov, ktoré sa zaoberajú výskumom NM. Získané údaje boli extrahované, preskúmané a vyhodnotené dvomi výskumníkmi. Fókusom danej prierezovej štúdie bol kritický pohľad na výstupy selektovaných štúdií NM, rovnako pohľad na perspektívy, výzvy smerovanie ďalšieho výskumu v predmetnej oblasti záujmu.

3 Neuromarketingový výskum — Lindstrom (2009) so svojim kolektívom pri sledovaní reklamy a uvažovaní o značkách spotrebiteľa (s využitím fMRI a EEG techník) zistil, že tlač zdravotných výstrah na balení tabakových výrobkov nemá očakávaný vplyv na fajčiara. Opačne,

dané varovanie, nielen nereflektuje, ale naopak evokuje intenzívnu túžbu fajčiť. Skutočným varovaním, ktoré malo obmedziť fajčenie, sa tak pre tabakové spoločnosti stalo efektívnym (pozitívnym) marketingovým nástrojom. Autor ďalej tvrdí, že umiestňovanie výstrah na produkty je zriedka efektívne, minimálne účinné. Jediným varovaním, ktoré vyvolalo žiaduci účinok, bolo to, ktoré vystupovalo ako súčasť obsahu a malo zmysel vo svojom kontexte.

V inej štúdii McClure a kol. (2004) sa autor zamerával na (n=67 jedincov vo veku 19 – 50 rokov, priemer $\pm$ SD: 28,0 $\pm$ 7,6 rokov) pozorovanie, ako takmer identické nealkoholické nápoje s približne zhodným chemickým zložením, (Coke a Pepsi) rutinne demonštruje výrazne subjektívne preferencie. Dané elementárne pozorovanie vyvoláva kritickú otázku, ako sa kultúrne posolstvo synkretizuje s obsahom a formuje našu percepciu, a to až do takej miery, že sa uprednostňujú behaviorálne preferencie pred primárnou odmenu, ako je napr. sladený nápoj. V štúdii sa skúmali dve manipulovateľné premenné, t. j. anonymná konzumácia Coke a Pepsi, respektíve konzumácia Coke a Pepsi s koncentráciou na značku. Autor pozoroval konzistentnú neurálnu stimuláciu vo ventromediálnej prefrontálnej kôre, ktorá korelovala s preferenciami správania sa (nápoj, subjekt). Pri skúmaní zameranom na značku, mali znalosť značky pre jeden z nápojov významný vplyv na formulovanie preferencie správania i merateľnej mozgovej aktivity. Autor ďalej tvrdí, že kritické rozhodnutia v experimente sa ukázali ako dôsledok konfliktu dvoch dištinktvých mozgových oblastí lokalizovaných dominantne v prefrontálnej mozgovej kôre. Ventromediálna oblasť prefrontálnej kôry zohráva dominantnú úlohu pri preferenciách zmyslových informácií. Relevantná aktivita vo ventromediálnej prefrontálnej kôre (VMPFC) je robustným prediktorom toho, ktorý senzorický stimul u daného subjektu dominuje. Autor následne tvrdí, že kultúrny vplyv má signifikantný vplyv na prejavené preferencie správania. Evidentne pri fenoméne Coke informácie o značke signifikantne ovplyvnili výber produktu. McClure ďalej tvrdí, že kultúrne informácie ovplyvňujú silu preferencie naprieč dorsolaterálnou oblasťou prefrontálnej kôry, pričom hippocampus vystupuje ako modulátor na vyvolanie súvisiacich stimulácií. Experiment dokumentoval nezávislosť vplyvu značky na VMPFC, ktorý nebol ovplyvnený poznaním značky produktu. Autor sa prikláňa k tvrdeniu, že nezávislé mnohostranné zmyslové reakcie a kultúrny vplyv sa javia ako faktor pri preferencii zaujatosti. Autor štúdie reagoval referoval systém, ktorý hodnotí samotný vkus, imidž tým, že pripomína značku, založenú na komunikačnej stratégii ako je reklama. Dá sa špekulovať, že niektoré informácie majú iné preferencie ako tie, ktoré sa nachádzajú na počiatočnej fyziologickej odpovedi. To znamená, že reklama do veľkej miery môže ovplyvniť systém voľby zákazníka zmanipulovaním imidžu značky.

V ďalšej realizovanej štúdii Knutson a kol. (2007) s využitím fMRI boli účastníci experimentu (n=12 žien, vekové rozpätie 18 – 26 rokov) vystavení možnosti voľby, ceny produktu i rozhodnutí o ich kúpe. V súlade s podobným zistením, výsledky poukazujú na tvrdenie, že dištinktvé nervové dráhy, obvody determinujú zisk a stratu. V danom výskume preferencia produktu aktivovala jadro accumbens (NAcc), zatiaľ čo vysoké ceny deaktivovali strednú prefrontálnu kôru (MPFC) pred rozhodnutím o kúpe. Dané zistenia poukazujú, že mozgová aktivita pri procesovaní strát predstavuje určitý druh „bolesti“, obrátene v prípade zisku dochádza k „odmeňovaciemu“ zážitku. Toto zistenie naznačuje, že aktivácia variabilných nervových obvodov súvisiacich s predvídaným účinkom predchádza a podporuje rozhodnutia spotrebiteľov o kúpe.

Takahashi a kol. (2010) skúmali vzťah medzi nesprávnym odhadnutím, ohodnotením rizika, ktorý by mohol viesť k nesprávnym návykom, ako napr. užívanie drog, gamblingu. Niektoré posledné štúdie odhalili neurokognitívny mechanizmus procesu rozhodovania pri rizikovom správaní. Kde však úloha modulačnej neurotransmisie daného procesu zostáva nejasná. Autor skúmal, či dopamínové receptory D1 a D2 v mozgu (prostredníctvom PET) súvisia s transformáciou pravdepodobnosti v rozhodovacom procese u zdravých dobrovoľníkov. Autor tvrdí,

že jedinci s nižšou hustotou D1 receptora vykazujú výraznejšie nadhodnotenie nízkych pravdepodobností a podceňovanie vysokých pravdepodobností. Dané zistenie by mohlo prispieť k bližšiemu pochopeniu molekulárneho mechanizmu riskantnej voľby a extrémneho alebo zhoršeného rozhodovacieho procesu pozorovaného u drogových a gamblerských závislostí. Takahashi (2013) špekuluje, že u jedincov s nízkou hustotou talamických transportérov dochádza k zvýšeniu emocionálnej odozvy.

Suter a kol. (2015) na vzorke n = 23 zdravých jedincov (priemerný vek = 22,7 rokov, SD = 2,5 roka) skúmal vplyv emócií na zvýšenie pravdepodobnosti funkčných ukazovateľov (fMRI) verifikácia. Autor tvrdí, že pri emočnom rozhodovaní bola viac aktívna amygdala (zadná cingulárna kôra a talamus). Pri absencii emócií v rozhodovacom procese boli viac senzitivné oblasti (supra limbica a tylny lalok). Autor dokazuje, že trojdimenzionálna zobrazovacia technika, analýza prináša (konvergentné dôkazy), že správne a nesprávne rizikové rozhodnutia do určitej miery mobilizujú kvalitatívne dištinktvé rozhodovacie mechanizmy na kognitívnej i neurobiologickej úrovni.

Plassmann a kol. (2008) na vzorke n = 11 mužov vo veku 21 – 30 rokov, 24,5 rokov, skúmali vplyv ceny na hodnotenie produktu (jeho mechanizmus), kde nezávislou premennou bolo niekoľko druhov vín (drahšie, lacnejšie). Cena bola uvedená viditeľne, víno bolo podávané perorálne, snímky mozgu boli snímané pomocou fMRI. Pri orálnej injekcii, drahšieho vína, podmiernená aktivita (krv, kyslík) v mediálnom orbitofrontálnom kortexe (mOFC) demonštrovala zmyslom lahodiacu skúsenosť, pocit. Čo verifikoval aj relevantný dotazník zameraný na preferenciu vína, ktorý opakovane akcentoval dané zistenie, t. j. preferenciu drahšieho pred lacnejším vínom. Dané zistenie prináša dôkaz o dispozícii marketingových techník alternovať nervové koreláty pod vplyvom pozitívnych zmyslových zážitkov.

Vyššie uvedené zistenia naznačujú, že spotrebiteľské správanie a rozhodovanie je médiom viacerých systémov (vedomia, podvedomia), kde rozlišujeme autonómne procesy, ktoré sú autoregulované a kontrolné procesy, ktoré sú vedome kontrolované rozumovým zachytením skutočnosti (myšlienkami) a emocionálne procesy (limbický systém) sú interpretované ako automatické procesy, sú nižšieho radu. Ako uvádzajú viacerí autori – Frankovský a kol. 2019, Damasio 2018, Takahashi a kol. 2013, Takemura 2014.

Goleman (2011) sa domnieva, že kognitívne procesy vrátane nášho myslenia sú procesom kontroly. Pri našom rozhodovaní však zohrávajú významnú úlohu nielen kognitívne procesy vyššieho radu, ale i naše emócie.

Damasio (2018) sformuloval „hypotézu somatických markerov“, ktorá tvrdí, že emócie, ktoré reprezentujú zmeny v somatickej oblasti, predchádzajú rozhodovaniu na základe vedomého zváženia. Kde „somatické markery“ sú pocity v tele, ktoré sú spojené s emóciami, ako napr. asociácia náhleho kardiovaskulárnej aktivity s úzkosťou. Na základe danej hypotézy, somatické markery signifikantne modifikujú náš rozhodovací proces, kde predpokladáme, že somatické markery pôsobia v amygdale a prefrontálnej kôre, ktoré determinujú predpokladaný mechanizmus.

Neuromarketingovým výskumom a problematikou neuromarketingu sa v našich podmienkach zaoberali viacerí autori. V roku 2007 firma DICIO Marketing, s. r. o. (Švec) začala svoje prvé NM experimenty so zmenami na vodivosť kože. S ambíciou skúmať emócie, motivácie, túžby spotrebiteľa a teda fyziologickú odozvu organizmu jedinca pred samotnou kúpou produktu. Výskumu využíva Galvanic Skin Response (GSR), elektroencefalogram (EEG), ktoré dopĺňujú neuro-testami. V súčasnosti daná spoločnosť ponúka viacero služieb (neuromarketing, kvalitatívny, kvantitatívny výskum) (Šášiková 2013).

4 Perspektíva neuromarketingového výskumu — Pre bližšie, lepšie, pochopenie komplexných vzťahov v NM bude potrebné realizovať čo najviac relevantných prierezových, longitudinálnych štúdií. Môžeme konštatovať, že niektoré postupy, metódy v NM majú svoje limitácie napr. vyšetrovacia technika EEG (nemá adekvátne priestorové rozlíšenie) MEG je limitovaný zachytávaním aktivít na povrchu mozgu fMRI (je invazívna metóda) atď. Navyše údaje o týchto metódach sú ťažko interpretovateľné (t. j. aktivácia a interpretácia mozgových aktivít). Nie zriedka máme tendenciu simplifikovať a preceňovať naše limity. Je ilúziou sa domnievať, že NM sa stane vednou disciplínou, ktorá môže zásadným spôsobom zmeniť spôsob navrhovania propagácie cenového balíka, výber produktov i samotné správanie spotrebiteľa. Je potrebné si uvedomiť, že individuálne rozdiely v nákupnom, spotrebiteľskom správaní jedinca do veľkej miery determinujú osobnostné črty jedinca, blízke i vzdialené okolie spotrebiteľa jeho genetické predispozície, akútne, prechodné a dlhodobo pretrvávajúce psychické ladenie i množstvo ďalších premenných, ktoré vystupujú ako faktory, determinanty v rozhodovacom procese jedinca. V neposlednom rade je dôležité sa dotknúť dynamiky správania jednotlivca i spoločnosti, ktorá prechádza kontinuálnou zmenou v priestore i čase. V neposlednej rade vzniká urgentná požiadavka na ďalšie psychologické verifikácie v rôznych variabilných podmienkach (Tsutomu 2012).

Okrem toho, ekonomická situácia, sociálno-kultúrne zázemie, vzdelávacie atribúty, somatické znaky (pocity organizmu spojené s emóciami), somatotyp, akútny duševný stav zákazníka, konzumenta, spotrebiteľa sú modifikované dynamikou vzťahovo súvisiacich komponentov. Vyššie uvedené prispieva k sentimentu, postoja a viery spotrebiteľa. Stále však pôsobia aj vonkajšie faktory. Je dôležité porozumieť príťažlivosti rôznych foriem reklám, ktoré ovplyvňujú, modifikujú správanie zákazníka. Naš životný štýl a jeho piliere veľkou mierou prispievajú k alternácii nášho rozhodovacieho procesu. V 40. rokoch 20. storočia W. H. Sheldon formuloval hypotézu somatotypu jedinca, ktorý autor spájal so špecifickými osobnostnými charakteristikami. Na základe poznateľného, poznatkov nadobudnutých štúdiom, ktoré doposiaľ máme, by bolo vhodné, odôvodnené vytvoriť koncept typológie „typ zákazníka“, – zohľadňujúc viacero premenných, ktoré by slúžili ako katalyzátor kreovania komplexnejšieho modelu do budúcnosti – berúc v úvahu nielen osobnostné črty, genetické predispozície, ale aj vonkajšie faktory, somatické ukazovatele, dynamiku zmien, ktoré spúšťajú, determinujú, predurčujú, stereotypné správanie spotrebiteľa.

Záver — V závere je potrebné vysloviť presvedčenie, dôveru, aby získané vedomosti, poznatky z NM boli využité konštruktívne, morálne a eticky. V snahe o rozšírenie vedomostí v prospech spotrebiteľa zvýrazňujeme interdisciplinárny, transdisciplinárny prístup k poznaniu. Intenzifikáciu vedeckého pokroku, poznatkov doby si vyžaduje transfer vedeckých poznatkov do účinnej praxe. Čo predstavuje výzvu, potrebu, kreatívne, kriticky myslieť, nezávisle a konštruktívne analyzovať biznis prostredie. Tak, aby sme aplikovali vedecké zistenia, poznatky NM do zmysluplnej praxe, z ktorej bude benefitovať nielen jednotlivec, ale i biznis komunita a spoločnosť ako celok.

Spotrebiteľská NV je stále len v jej začiatkoch, nemala by byť výzvou pre tradičný spotrebiteľský výskum, ale mala by vystupovať ako dichotómia existujúcich postupov i hľadania prienikov a metód pre ďalšie spoločné riešenia. Na naplnenie daných cieľov je nevyhnutný, potrebný ďalší výskum, ktorý potvrdí opodstatnenosť NM a jeho techník skúmania. Výsledky NM bádania by mali predstavovať, respektíve byť východiskom, pre akademickú kritiku, pre dôsledné overenie potenciálu inovátnych techník skúmania v súlade s etickým kódexom, ktorý je vyjadrením spoločenskej zodpovednosti vedy a vedeckých pracovníkov voči komunite. Pri zachovaní dôveryhodnosti vedeckého výskumu a zvyšovania jej kvality v prospech spoločenského progresu.

Poznámky / Notes — Príspevok je čiastkovým výstupom projektu VEGA No.1/0807/19. Výskum determinantov obchodného správania a účinkov marketingu v oblasti pôsobenia neuromarketingu a vzťahu k neurolingvistickému programovaniu.

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Kľúčové slová / Key Words — neuromarketing, výskum, ľudský mozog, správanie, spotrebiteľ

neuromarketing, research, human brain, behavior, consumer

JEL klasifikácia / JEL Classification — M31, O35

Résumé — Neuromarketing in contemporary society

Neuromarketing, we can classify as an avant-garde scientific discipline. It defines the boundary between neuroscience and marketing. It works on marketing professionals to re-evaluate their views on consumer thinking and think about their business activities' impact. The neuromarketing aims to apply knowledge from the medical sciences about the human brain's activity and its use in the effectiveness of business strategies and other related fields of study. To offer products and services so that the buyer's behavior is directing towards the purchase. We often think that we know why we act one way or another; these are just illusions that

we unknowingly create to explain our actions. Neuromarketing is a scientific discipline that reveals the mystery of the human mind, answering why consumers prefer a given product. Neuromarketing is one step ahead of other research methods. Thanks to the fact that it can analyze the consumer's wishes, it also provides more accurate results. In our presented review study, we critically evaluate selected scientific papers in the given area to point out the direction, perspective of neuromarketing, and other challenges and attitudes we face in today's professional environment.

Kontakt na autorov / Address — doc. PaedDr. Ivan Uher, PhD., Univerzita P. J. Šafárika v Košiciach, Ústav telesnej výchovy a športu, Ondavská 21, 040 01 Košice, e-mail: ivan.uher@upjs.sk

PaedDr. Milena Švedová, PhD., MBA., Prešovská univerzita v Prešove, Katedra turizmu a hotelového manažmentu, Konštantínova 16, 080 01 Prešov, e-mail: milena.svedova@unipo.sk

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SPOTREBITEĽSKÁ GRAMOTNOSŤ

A FALŠOVANIE MEDU

ČASŤ I.

V procese nákupného správania je rozhodovanie spotrebiteľa ovplyvňované širokým spektrom podnetov ako aj rozhodovaním samotného spotrebiteľa. V tomto príspevku sa venuje pozornosť spotrebiteľskej gramotnosti. Tá interaguje v rozsahu psychografických faktorov motivácie, vnímania, učenia, presvedčenia a postojov do tej miery, že spotrebiteľ prijíma vedomé rozhodnutie ohľadom preferencií produktu, jeho kvality či značky. Kultivovanie spotrebiteľskej gramotnosti umožňuje spotrebiteľovi rozhodnúť sa kvalifikovane a vo svoj prospech. Nie sú to iba benefity na strane spotrebiteľa, ale aj na strane producenta, či dokonca celého odvetvia.

Cieľom príspevku je identifikovať význam spotrebiteľskej gramotnosti pri kúpe včelieho medu v kontexte jeho falšovania. V príspevku sú identifikované nekalé praktiky falšovania medu a znehodnotenia jeho výživovej hodnoty. Tie sú v súčasnosti bežnou praktikou prejavujúcou sa na zníženej kvalite ponúkaného medu na slovenskom aj svetovom trhu. V príspevku sa vychádza z poznatkov prieskumu kvality predávaných medov realizovaných na Slovensku a v zahraničí. Následne sú navrhované opatrenia na posilnenie spotrebiteľskej gramotnosti pri kúpe včelieho medu.

Teoretické východiská spotrebiteľskej gramotnosti — Každý spotrebiteľ uskutočňuje svoje rozhodnutia v kontexte širokého spektra vplyvov pochádzajúcich z prostredia, ale aj vlastnej schopnosti tieto podnety identifikovať, zatriediť a pochopiť. Gramotnosť sa kedysi vnímala ako schopnosť čítať, písať a počítat, čo sa dnes označuje pojmom funkčná gramotnosť. Podľa Průchu (1999) je „funkčná gramotnosť vnímaná ako spôsobilosť spracovávať informácie z tlačeného a písaného textu a využiť ich pri riešení rôznych situácií každodenného života. Funkčne gramotný človek je schopný začleňovať sa do všetkých aktivít, v ktorých je gramotnosť potrebná pre efektívne fungovanie spoločnosti.“ Podľa Krásnej (2014, s. 43) „základná jazyková zručnosť, gramotnosť v písaní, čítaní a počítaní a zručnosť v informačných a komunikačných technológiách sú hlavným východiskom pri učení sa, a naučenie sa učiť podporuje všetky vzdelávacie aktivity“. Autori vymedzujú gramotnosť ako isté „nevyhnutné kompetencie na prežitie v súčasnej civilizácii“ (Krásna a Verbovanec 2014, s. 42). Gramotnosť a zručnosti spotrebiteľ nadobúda celoživotne, ale ako uvádza Dzurová (2015, s. 28), „Je zrejmé, že vzdelaný a „gramotný“ spotrebiteľ, najmä vo vyššom veku, sa vie brániť nečestným obchodným praktikám.“ Funkčný rozmer gramotnosti je dnes podstatne viac ako pred rokmi o schopnosti porozumieť informáciám v súvislostiach. Aplikácia gramotnosti do prostredia spotrebiteľského rozhodovania si vyžiadala komplikovanosť obchodných vzťahov medzi kupujúcim a predávajúcim. Spotrebiteľská gramotnosť je podľa Miklošika (2015, s. 140) schopnosť spotrebiteľa poznať a aktívne vo svoj prospech alebo na svoju ochranu využiť tie nástroje a technológie, ktoré zabezpečujú optimalizáciu celého procesu nákupného rozhodovania od získavania relevantných informácií, cez ich hodnotenie, maximalizáciu komfortu a bezpečnosti, procesy ponákupného správania a prípadného uplatnenia svojich práv pri nespokojnosti s produktom alebo nákupom.

Teda možno tvrdiť, že spotrebiteľská gramotnosť je schopnosť jednotlivca využívať vlastné poznatky, zručnosti a skúsenosti v presadzovaní svojich záujmov v nákupnom rozhodovaní. Spotrebiteľská gramotnosť sa opiera o faktory motivácie, vnímania, učenia, presvedčenia a postojov jednotlivca do tej miery, že spotrebiteľ prijíma na základe vlastnej skúsenosti vedomé rozhodnutie. V jeho rozhodovaní by malo ísť o slobodný prejav o preferencii značky konkrétneho produktu, o preferencii úrovne kvality, o preferencii krajiny pôvodu produktu a producenta a ďalších súvisiacich rozhodnutiach ako napríklad o financovaní, spôsobe použitia produktu, či jeho likvidácii na konci životného cyklu produktu.

Problematika úrovne vzdelanosti resp. gramotnosti spotrebiteľa sa dnes skúma v rôznych súvislostiach. Najčastejšie sa možno stretnúť s aplikáciou na finančnú gramotnosť, ktorej sa venuje pozornosť zo strany rôznych finančných inštitúcií (NBS, komerčné banky, organizácie finančného poradenstva, univerzity, občianske združenia), zdravotnú gramotnosť (Simons 2017), mediálnu gramotnosť (Šramová 2014), ale napríklad aj gramotnosť posudzovania potravín prostredníctvom techník genetickej modifikácie (Rodríguez-Entrena a Salazar-Ordóñez 2013).

Cieľ príspevku a metodika — Cieľom príspevku je identifikovať význam spotrebiteľskej gramotnosti pri kúpe včelieho medu v kontexte nekalých obchodných praktík jeho falšovania. V príspevku sú identifikované formy a dôsledky falšovania medu z pohľadu výrobcov ako aj spotrebiteľov. Keďže sa s týmito praktikami bežne stretávajú spotrebiteľia aj výrobcovia s významnými dôsledkami na celé odvetvie podnikania, výroba a predaj medu sú regulované predpismi v podobe kódexov, zákonov, vyhlášok a vyhlásení. Tieto sú v príspevku analyzované. Následne sú analyzované poznatky prezentujúcich z virtuálnej konferencie organizovanej združením Apimondia „Priemysel falšovania medu“ v novembri 2020. V príspevku sa vychádza z poznatkov prieskumu kvality medov na Slovensku realizovaných Ústavom molekulárnej biológie SAV a opatrení svetovej organizácie včelárskych združení Apimondia k falšovaniu medu. Následne sú navrhnuté opatrenia na posilnenie spotrebiteľskej gramotnosti pri kúpe včelieho medu.

Falšovanie resp. znehodnotenie medu — S falšovaním produktov sa možno stretnúť všade, kde existuje motivácia k získaniu výhody nečestným spôsobom. Podľa výkladového slovníka Merriam-Webster (2020) falšovanie je podvod úmyselného prekrúcania pravdy s cieľom prinútiť iného, aby sa vzdal niečoho hodnotného, alebo aby sa vzdal zákonného práva. Následne, osoba, ktorá sa vydáva za niekoho, kým nie je sa označuje ako podvodník. Podvodné praktiky sú teda súčasťou správania ľudí a je potrebné s nimi počítať a brániť sa voči nim aj v prípade falšovania potravinárskych produktov. Zaujímavé výsledky prezentovali Soon a Liu (2020) z výsledkov svojej štúdie o správaní sa čínskych spotrebiteľov voči podvodným praktikám na trhu potravín. Vedomí si nekalých praktík čínskych producentov vyvinuli spotrebiteľia stratégie na znižovanie rizika nákupu falošných a nekvalitných potravín. Čínski spotrebiteľia začali preferovať potravinárske výrobky zahraničnej značky, ďalej nákup vo veľkých supermarketoch alebo si volili nákup čerstvých produktov priamo od dôveryhodných lokálnych predajcov a farmárov. Spotrebiteľia začali pri nakupovaní zapájať intenzívnejšie svoje zmysly a hodnotiť vizuálny vzhľad, vôňu a textúru potravín. Zaujímať sa začali aj o informácie na obaloch o dátume spotreby, krajine pôvodu a značke produktu. Teda spotrebiteľia videli garanciu kvality v:

- zahraničnej produkcii importovanej do Číny,
- štandardoch kvality veľkých maloobchodných reťazcov a
- ponuke dôveryhodných lokálnych predajcov a producentov.

Čína sa zároveň považuje za najväčšieho exportéra falšovaného medu. Podľa Copelanda (2020) Spojené kráľovstvo prijalo v roku 2018 47% európskeho dovozu medu z Číny, ale laboratórna analýza 11 značiek supermarketov zistila, že žiadna z nich nespĺňa normy EÚ na označovanie. Pritom cena importovaného medu z Číny za posledných 10 rokov osciluje medzi 1 až 2 EUR (Bruneau 2020). Líši sa však za jednotlivé krajiny. Najnižšia je cena v Spojenom kráľovstve (1 EUR), najvyššia v Belgicku a Nemecku (1,60 EUR) a to z dôvodu testovania medu náročnejšími testami, cez ktoré neprejde med upravovaný podľa sledovaných hodnotiacich kritérií. Je však otáznne, do akej miery je možné považovať dovezený produkt za pravý včelí med. Pozoruhodné však je, že čínsky včelár dokáže vyrobiť skutočne kvalitný med. Kvalitný čínsky med sa dostáva na vnútorný čínsky trh, kde sa predáva za 10-30 EUR za kilogram.

Podľa potravinového kódexu „Codex Alimentarius“ vydaného FAO/WHO (pozn. [1]) je med prírodná sladká látka produkovaná včelou medonosnou z nektáru rastlín alebo z výlučkov živých častí rastlín alebo z výlučkov hmyzu cicajúceho živé časti rastlín, ktorú včely zbierajú, pretvárajú a obohacujú kombináciou vlastných špecifických látok, ukladajú, zahusťujú, uskladňujú a ponechávajú v medovom pláste aby vyzrel.

Svetová organizácia včelárskych združení Apimondia rešpektuje definíciu medu podľa FAO/WHO a opisuje základné zloženie a faktory kvality medu nasledovne: Do medu, ktorý sa predáva ako taký, sa nesmú pridávať žiadne potravinárske zložky vrátane potravinárskych prísad, ani sa doň nesmú pridávať iné prísady ako med. Med nesmie mať neprirodzenú vôňu, chuť ani farbu získanú z cudzích látok počas jeho spracovania a skladovania. Med nesmie začať kvasiť ani peniť. Peľ a zložky tvoriace med sa nesmú odstraňovať okrem prípadov, ak je to nevyhnutné v rámci odstraňovania cudzorodých anorganických a organických látok. V podobnom duchu sa nesie aj smernica Rady Európskej únie 2001/110/ES o mede, ktorá nepripúšťa pridávanie cudzorodých látok alebo odoberanie prirodzených súčastí medu.

Slovenská legislatíva vo vyhláške č. 41/2012 MPaRV SR o mede uvádza, že med je prírodná sladká látka produkovaná včelou medonosnou (*Apis mellifera*) z nektáru rastlín, výlučkov živých častí rastlín alebo výlučkov hmyzu cicajúceho živé časti rastlín, ktorý včely zbierajú, pretvárajú a obohacujú vlastnými špecifickými látkami, ukladajú, zahusťujú, uskladňujú a ponechávajú v plástoch, aby vyzrel.

Špecifickým prípadom je novozélandský med manuka produkovaný včelami, ktoré zbierajú nektár z rastliny manuka (*Leptospermum scoparium*), ktorá rastie na Novom Zélande. Takto ho charakterizuje novozélandské Ministerstvo primárneho priemyslu. Od 5. februára 2018 je možné zákonným spôsobom vyvážať z Nového Zélandu med s označením manuka iba po jeho otestovaní v akreditovanom laboratóriu. Výsledky testu garantujú pravosť medu zabaleného na Novom Zélande a oprávňujú ho byť označený ako manukový med. Okrem zákonom predpísaného označovania na Novom Zélande sú v praxi využívané aj iné metodiky hodnotenia pravosti manukového medu ako napríklad metodika organizácie obchodníkov s manukovým medom The Unique Manuka Factor Honey Association. Aktivita organizácie obchodníkov, ako aj vládnych orgánov bola reakciou na falšovanie na trhu vysoko oceňovaného a žiadaného manukového medu.

Svetová organizácia včelárskych združení Apimondia uvádza najčastejšie režimy výroby a spracovania medu, ktoré porušujú predpisy Codex Alimentarius a smernicu Rady Európskej únie o mede v rozsahu uvedenom v tabuľke č. 1.

	ČINNOSŤ	ČO JE PORUŠENÉ?
PRODUKCIA	Vytáčanie nezrelého medu.	Včely nemajú dostatok času na odparenie prebytočnej vody a prídanie vlastných špecifických látok v procese viacnásobnej manipulácie s prinesenou sladinou. Premena sladiny na med je len čiastočne vykonaná včelami, pričom ľudský zásah dokončí proces neprirodzeným a nedovoleným spôsobom.
	Krímenie včiel v čase znášky.	Med produkovaný včelami môže pochádzať výlučne z nektáru rastlín, výlučkov živých častí rastlín alebo výlučkov hmyzu cicajúceho živé časti rastlín.
SPRACOVANIE	Riedenie medu sirupmi.	Do medu sa nesmú pridávať žiadne iné zložky okrem medu (ani tie, ktoré sa prirodzene vyskytujú v mede).
	Odparovanie vody z medu technickými zariadeniami, ako sú napr. vákuové sušičky.	Znižovanie obsahu vody je neoddeliteľnou súčasťou procesu dozrievania medu, ktoré musí byť uskutočňované výlučne včelami.
	Použitie iónexových živíc na odstraňovanie reziduí, nepríjemnej arómy a na zosvetlenie farby medu.	Med sa nesmie spracovávať spôsobom ovplyvňujúcim jeho základné zloženie a / alebo znižujúcim jeho kvalitu. Nemal by byť odstraňovaný peľ ani iné zložky špecifické pre med.
	Dodávanie peľu do medu za účelom zamas-kovania jeho botanického alebo zemepisného pôvodu.	Do medu sa nesmú pridávať žiadne iné zložky okrem medu (ani tie, ktoré sa v mede prirodzene vyskytujú).
	Zavádzanie a / alebo nesprávne označovanie zemepisného a / alebo botanického pôvodu medu.	Med môže byť označený zemepisným názvom len vtedy, ak pochádza výlučne z uvedenej oblasti. Med môže byť označovaný podľa kvetového alebo rastlinného zdroja len ak pochádza celý alebo z väčšej časti z tohto konkrétneho zdroja a vykazuje organoleptické, fyzikálno-chemické a mikroskopické vlastnosti zodpovedajúce tomuto pôvodu.

Tab. č. 1: Najčastejšie režimy výroby a spracovania medu, ktoré porušujú predpisy
Zdroj: Apimondia (2020)

Koniec I. časti.

Poznámky / Notes — [1] Organizácia pre výživu a poľnohospodárstvo (FAO) a Svetová zdravotnícka organizácia (WHO) vypracovali zbierku medzinárodne schválených potravinových noriem. Tieto nemajú právnu platnosť, no sú používané a uznávané, pretože boli vypracované

na základe vedeckých poznatkov. Ich cieľom je zabezpečenie štandardu úrovne kvality potravín v záujme ochrany zdravia spotrebiteľov na celom svete a používania osvedčených praktík pri obchodovaní s potravinami.

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Kľúčové slová / Key Words — spotrebiteľská gramotnosť, falšovanie, falšovanie medu, včelárstvo

consumer literacy, fraud, honey fraud, beekeeping

JEL klasifikácia / JEL Classification — D18, M31, M37, Q18

Résumé — Consumer literacy and honey fraud. Part I.

In the process of shopping behavior, consumer decisions are influenced by a wide range of factors as well as the decisions of the consumer himself. In this article, attention is paid to consumer literacy. It interacts in the range of psychographic factors of motivation, perception, learning, belief and attitudes to the extent that the consumer makes a conscious decision about the preferences of the product, its quality or brand. Cultivating consumer literacy enables the consumer to make informed choices. There are not only benefits on the site of the consumer, but also on the site of the producer, or even the whole industry.

The aim of the paper is to identify the importance of consumer literacy in the purchase of bee honey in the context of its fraud. The article identifies unfair practices of honey fraud and devaluing its nutritional value. These are currently a common practice, reflected in the reduced quality of honey offered on the Slovak and world markets. The paper is based on the findings of a honey quality survey carried out by the Institute of Molecular Biology of the Slovak Academy of Science and the measures of the world organization of beekeeping associations Apimondia on honey fraud. Subsequently, measures are proposed to increase consumer literacy when buying bee honey.

Kontakt na autorov / Address — Mgr. František Olšavský, PhD., Univerzita Komenského v Bratislave, Fakulta managementu, Katedra marketingu, Odbojárov 10, 820 05 Bratislava, e-mail: frantisek.olsavsky@fm.uniba.sk

Recenzované / Reviewed — 17. November 2020 / 20. November 2020

HOW COVID-19 IS CHANGING CONSUMER BEHAVIOR: IDENTIFYING NEW SEGMENTS AND SEGMENTATION CRITERIA

It does not seem to be possible to finish off quick marketing updates in the final 2020 issue of this journal without a reference to coronavirus. Merriam-Webster, the famous online dictionary and thesaurus service, just proclaimed „pandemic” to be the word of the year. Apparently, the dictionary users were looking up the word quite frequently throughout 2020, with most notable spike in dictionary traffic recorded on March 11, 2020, when World Health Organization officially declared a Covid-19 pandemic and dictionary users looked up the word 115.806% more often than a year before.

The global map of marketing, marketing communications and consumer behavior has changed rapidly and indefinitely. Whichever products or services featured the prefix of online-, remote- or home- were on the winning side this year. New segments emerged and their sizes change rather rapidly as pandemic waves come and go. Most strategic consultancy firms such as Capgemini or Bain & Company draw marketers' attention to the fact that consumer reaction to the pandemic shall be one of the prominent dimensions of any successful segmentation exercise. BVA BDRC, UK-based market research agency, calls those distinct response-to-lockdown segments simply Covid-concerned, Covid-cautions, pragmatic-policy-supporters and life-goes-on. EY identifies within its Future Consumer initiative different four segments examining implications for consumer spending. The „Hibernate and spend” segment is concerned about the impact. However, they shop just as before and brands are still important to them. The „Cut deep” consumers are mostly older (45 years of age plus) and in danger of losing their jobs. Great majority of them shops less frequently and purchases essential supplies only. Brands are less important to them. While the segment labeled „Save and stockpile” cuts spending on leisure and clothing, they go on a grocery shopping spree and make sure they have enough essentials for year to come. Stockpiling hamsters are concerned over their families and long-term effects of the pandemic. The „Stay calm, carry on” segment tries to exercise normal consumer behavior and lead their lives unchanged. If „Stay calm, carry on” is worried about anything, then it is stockpiling and unusual behaviors of others.

In a more recent study of the same EY initiative, a picture emerges of five distinct consumer segments based on people's post-Covid primary concern: health, planet, experience, society, and affordability. McKinsey brings along five trends to the consumer table: digital and online shopping; loyalty bust as many consumers switch brands at unprecedented rate; rise in health and safety concerns; reinvigorated interest in value for money; and emergence of the homebody economy. Deloitte adds preference for local shops and focus on reliability to the list. Accenture makes another point highlighting the trend towards conscious consumption, as consumers are more careful about what and how sustainably they're buying.

Merriam-Webster defines the adjective of pandemic as „occurring over a wide geographic area (such as multiple countries or continents) and typically affecting a significant proportion of the population”. It seems that a Covid-19 pandemic has been quickly followed a pandemic change in consumer behavior, in which trends quickly spread across borders. Together with the increasing importance (and spending) of Millennial and Gen Z customers and their ability to change consumer behaviors of their parents and grandparents, surely we are up for some half scary half exciting paradigm shifts.

Résumé — Jak Covid-19 mění spotřební chování: O určování nových zákaznických segmentů a segmentačních kritérií

Ani poslední letošní příspěvek v marketing briefs se neobejde bez využití slova roku 2020, kterým byla vyhlášena slovníkem Merriam-Webster „pandemie”. V mnoha ohledech jsme svědky pandemických změn spotřebního chování, vyvolávajících nutno redefinovat dříve používané zákaznické segmenty. V době prudkých změn tržních podmínek jsou zákazníci ochotni bryskně měnit své návyky. Významnými segmentačními kritérii jakékoli funkční práce s trhem by měly být reflexe reakce a dopadu Covidu-19 na danou skupinu zákazníků. Vývoj velikosti a vlastností jednotlivých segmentů pak dříve než kdy v minulosti musí být předmětem pravidelné aktualizace.

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

SOUTĚŽ MARKETÉR ROKU 2019

MÁ SVÉHO VÍTĚZE

Ve čtvrtek 10. 12. 2020 se netradičním způsobem tradičně v Divadelním sále Klubu Lávků na Novotného lávce v Praze 1 odehrálo finále soutěže 15. ročníku Marketér roku 2019. V důsledku mimořádné situace spojené s pandemií koronaviru proběhlo vyhlášení výsledků a předávání cen jednotlivým oceněným kandidátům poněkud nezvyklým způsobem. Nechyběl jako vždy vynikající moderátor Karel Voříšek, ale živá hudba a kulturní doprovodný program tentokrát ustoupily tvrdým opatřením, která nedovolila ani uspořádání slavnostního večera v obvyklých dimenzích. Tato situace však neubrala nic na důstojnosti, kterými se celý ceremoniál nesl. Pro vítěze byly opět připraveny sošky křišťálových delfínů z českého skla v čele s Velkým modrým delfínem v působivém designu z dílny uměleckého skláře Vladimíra Zubříčana. Nad soutěží převzal i letos záštitu prof. Philip Kotler, výrazná osobnost světového marketingu. Na oceněné i nominované čekaly kromě diplomů i mnohé věcné dary od sponzorů a partnerů soutěže. Kromě hlavních cen udělila hodnotitelská komise i několik zvláštních ocenění za mimořádné aktivity a úspěšné inovativní marketingové projekty, stejně tak vybralo k ocenění svoje kandidáty i prezidium ČMS. Záznam ze slavnostního předávání cen můžete sledovat na: <https://www.youtube.com/watch?v=35OqIDQP85s&feature=youtu.be>

Výsledky soutěže

Na základě individuálních hodnocení jednotlivých členů hodnotitelské komise byly vyhlášeny následující výsledky:

Velký modrý delfín – hlavní cena soutěže

Mgr. Pavol Chalupka, marketingový ředitel Kofola ČeskoSlovensko, (Kofola ČeskoSlovensko, a. s.)
za inovativní přístup k marketingovým aktivitám a kampaním (Projekt Kamilka, Klášterná Kalcia, voda pevná jako skála a další)

Zlatý delfín – velká cena

Simona Kijonková, majitelka, (Packeta Group)
za vytvoření struktury marketingu holdingu Packeta včetně zavedení nové služby Mezi námi přispívající k nárůstu obrátu skupiny o 118% za rok 2019

Duhový delfín – zvláštní cena prezidia ČMS za významný odborný přínos oboru

MSc. Daniel Jesenský, Ph.D., MBA, viceprezident a člen představenstva, (POPAI Central Europe)
za dlouholetou úspěšnou činnost v oblasti in-store komunikace za podporu oboru založením oborové organizace POPAI CE a popularizací oboru včetně akademické oblasti

Zelený delfín – zvláštní cena hodnotitelské komise

Ing. Kamil Varhánek, marketingový ředitel, (Emco, s. r. o.)
za komplexní produktovou inovaci založenou na důsledném úsilí o poznání zákazníka formou marketingového výzkumu

Růžový delfín – zvláštní cena hodnotitelské komise

Ing. Patricie Irlveková, marketingová a obchodní ředitelka, členka představenstva, (Léčebné lázně Mariánské Lázně, a. s.)
za launching a komunikaci nového brandu Ensana v Léčebných lázních Mariánské Lázně, který vedl k efektivnímu a rychlému zavedení nové značky Ensana

Duhový delfín – cena prezidia ČMS

Ing. Lucie Mádlová, Ph.D., zakladatelka a výkonná ředitelka Asociace společenské odpovědnosti, vyslankyně dobré vůle Ministerstva zahraničních věcí ČR, (Asociace společenské odpovědnosti, o. p. s.)
za kampaň na podporu naplňování cílů udržitelného rozvoje formou udělování Cen SDGs směřující k dlouhodobému posílení povědomí veřejnosti o globálních cílech OSN

Ing. Pavel Pastorek, předseda představenstva a generální ředitel, (Templářské sklepy Čejkovic, vinařské družstvo)
za remodeling adjustáže lahvových vín, změnu a rozšíření marketingových aktivit a obohacení portfolia

Ing. Pavel Schreiber, předseda představenstva, (CeWe Color, a. s.)
za vybudování dominantního výrobce fotoslužeb a silné značky Cewe Fotolab

Ing. Martina Weberová, ředitelka marketingu, (ADLER Czech, a. s.)
za projekt rebrandingu produktů a s tím spojený redesign loga (Adler – Malfíni)

Malí delfíni

Ing. Martina Bartl, marketing manager, (Mobility Czech Republic, s. r. o. – Anytime Carsharing)
za komplexní marketingovou strategii uvedení nového produktu na trh

PhDr. Eva Děkanová, manažerka marketingu, (Geis CZ, s. r. o.)
za unikátní projekt v oblasti komunikace Pojďte ven! posilující pozitivní vnímání značky a loajalitu zákazníků

Jana Kolrusová, majitelka a jednatelka, (Fit, zdraví, výživa a Dandelion Jana Kolrusová)
za inovativní a ekologický přístup k využívání českých přírodních surovin u nových produktů včetně propagace výrobků formou nově otevřené První pampeliškové kavárny

Ing. Petr Krejčík, marketingový ředitel, (ANNOVINO Vinařství Lednice, s. r. o.)
za komplexní podporu moravského vinařství a vinařské turistiky (Valtice Hlavní město vína, Vína zrozená v Lednici, Noc otevřených sklepů a další projekty)

Ing. Pavel Renčín, MBA, ředitel marketingové komunikace, (Active Radio, a. s.)
za vytvoření důmyslné marketingové strategie pro uvedení nového eventu – Comic Con Prague
Mgr. Shukhrat Saidov, Chief Executive Officer (CEO), (Silon, s. r. o.)
za využití principů udržitelného rozvoje při posílení postavení společnosti na trh

Diplom za nominaci

Bc. Hana Pekárková, jednatelka/majitelka firmy, (Pracoviště ošetřovatelské péče) za mnohostrannou podporu posílení informovanosti o oboru domácí péče jak u odborné, tak i laické veřejnosti

Ing. Danuše Steinová, předsedkyně spolku, (Aktivní stáří)

za komplexní podporu seniorního vzdělávání a dalších projektů aktivního stáří založením zapsaného spolku Aktivní stáří.eu a vytvořením Centra celoživotního vzdělávání apod.

Mladý delfín

1. místo, Nikola Jurasová, UTB Zlín

2. místo, Daniel Path, Martin Vlček, VŠE Praha

3. místo, Petr Sezemský, Jan Hintner, Patrik Šplího, VŠE Praha



Mgr. Pavol Chalupka, marketingový ředitel Kofola ČeskoSlovensko – Marketér roku 2019

MULLER, Z. JERRY, 2020.**TYRANIE METRIK.**

PRAHA: ACADEMIA. 188 S. ISBN 978-80-200-3074-0.

Autorom tejto, podľa mňa, pozoruhodnej knihy je profesor histórie na súkromnej Americkej katolíckej univerzite vo Washingtone. Ako dlhoročný pedagóg po čase zistil, že stále viac svojho času venoval odpovediam na otázky, týkajúce sa aktivít katedry a fakulty, ako výučbe a ďalšej odbornej a vedeckej práci. Išlo o rôzne kvantitatívne prístupy, pravidelné akreditácie, evaluácie, čísla, dáta, sumáre, výkazy, rankingy. Stal sa svedkom toho, že sa ujala dokumentácia výkonnosti, pričom, ako píše, mnoho informácií nebolo k žiadnemu reálnemu úžitku a v skutočnosti ich nikto ani nečíta. Podnietilo ho to k tomu, že začal hlbšie skúmať „povahu síl, ktoré viedli k tomuto nehospodárnemu odkláňaniu času a práce“ (s. 20).

Po preštudovaní rôznych administratívnych prístupov a správ začal skúmať „historické a kultúrne korene a súčasné prejavy tejto kultúry meranej a odmeňovanej výkonnosti, ktorá prestupuje stále viac inštitúcií“ (s. 21). V tomto skúmaní vychádzal z dôkladného prehľadu odbornej literatúry v oblasti ekonómie, politiky, histórie, antropológie, psychológie, sociológie, verejnej správy a organizačného správania. Využil aj vedecké poznatky o reálnom správaní učiteľov, profesorov, doktorov a policajtov v reálnom svete. Uviedol, že jeho kniha je založená na syntéze a na skúmaní mnohých autorov, ktorí disfunkcie toho, čo nazval „posadnutosť metrikami“ podrobne analyzovali a zdokumentovali vo svojich odboroch. Sám o tom píše toto: „Najcharakteristickejší rysom posadnutosti metrikami je snaha o náhradu úsudku nástrojom založeného na skúsenostiach štandardizovaným meraním. To preto, že úsudok je chápaný ako niečo osobné, subjektívne a prospechárske. Naproti tomu sa predpokladá, že metriky poskytujú dáta, ktoré sú tvrdé a objektívne.“ (s. 17, prel. M. S.). Dôkazom exaktnosti autora je dvadsaťštyri (!) strán odkazov, poznámok, citácií a parafráz, ktoré autor uverejnil v tejto knihe a osem strán menného a vecného registra, rovnako vypovedajúce o autorovi. Autor knihu rozčlenil do štyroch kapitol, počnúc úvodom, kde vo vnútri jednotlivých kapitol spracoval v šiestnástich častiach vyargumentované názory, poznatky a zistenia o meraní. Už tu jasne uvádza všeobecné východiská problému: „hrátky (hrajkanie) s číslami sa vyskytujú v každej oblasti: v práci polície, v základnom, strednom i vysokoškolskom vzdelávaní, v medicíne, v neziskových organizáciách a samozrejme tiež v biznise. A tieto manipulácie sú len jednou skupinou problémov, ktoré sa nutne objavujú, ak používame čísla výkonnosti ako základ odmeňovania, alebo sankcií. Existujú veci, ktoré možno merať. Existujú veci, ktoré má zmysel merať. Ale čo možno merať, nie je vždy to, čo má zmysel merať; čo je merané, nemusí mať žiadnu súvislosť s tým, čo skutočne chceme vedieť. Cena merania môže byť väčšia než jeho prínos. Veci, podliehajúce meraniu, môžu odvádzať úsilie od vecí, o ktoré nám skutočne ide. A meranie nám môže dávať skreslené údaje – údaje, ktoré síce vyzerajú solídne, ale sú v skutočnosti zavádzajúce.“ (s. 15, prel. M. S.).

V prvej kapitole knihy s názvom Argument vymedzuje autor základné pojmy tematiky, základné myšlienky, s ktorými v knihe pracuje. Charakterizuje hlavné zložky posadnutosti metrikami. „Posadnutosť metrikami je lipnutie na týchto presvedčeniach, navzdory ich nezamýšľaným negatívnym dôsledkom, ktoré sa objavujú po ich uvedení do praxe. Dochádza

k tomu, „pretože nie všetko, čo je dôležité, je merateľné a mnohé z toho, čo je merateľné, nie je dôležité“ (s. 28). Autorovu myšlienku, že kedykoľvek je odmena spájaná s meraním výkonu, posadnutosť metrikami vyzýva k manipuláciám, je potrebné si dobre i dnes zapamätať. V nasledujúcej časti kapitoly autor prehľadne klasifikuje najčastejšie typy chýb v používaní metrík výkonnosti. Rozlišuje najprv skreslenie informácií, ktoré zahŕňa meranie toho, čo možno najľahšie merať, no nemusí to byť najdôležitejšie a to je prvá príčina disfunkcie metrík. Merajú sa jednoduché veličiny, ale potrebný výstup je zložitý a už sa nemeria.

Ďalšími typmi skreslenia sú meranie vstupov, namiesto výstupov a zhodnocovanie kvality informácií štandardizáciou „Kvantifikácia poskytuje totiž numerickú informáciu, ktorá umožňuje ľahké porovnávanie ľudí a inštitúcií, pričom takéto zjednodušenie môže prinášať skreslenie ...“ pretože to, že veci urobíme porovnateľnými často znamená, že ich zbavíme ich kontextu, histórie a významu (s. 32). Pri meraniach je vždy prítomná nevyhnutná snaha o manipuláciu metrík vtedy, keď na nich veľmi záleží. Formy manipulácie môžu byť, podľa autora nasledovné: manipulácia prikrášľovaním, kedy sa hľadajú jednoduchšie ciele metriky s menej náročnými problémami. Je to aj zlepšovanie čísel znížením štandardov, napr. keď sa úspešnosť ukončenia vysokoškolského štúdia dá zvýšiť znížením štandardov pre úspešné štúdium. Ďalšou manipuláciou je zlepšovanie čísel vynechávaním, alebo skresľovaním dát, napr. v polícii, keď sa vynechajú nepohodlné prípady, alebo sa klasifikujú tak, že v podstate vymiznú z merania, sú ohodnotené ako menej závažné, alebo sa nezaregistrujú. Výraznou manipuláciou je podvádzanie: „fenomén, ktorého frekvencia rastie v priamej väzbe na dopady konkrétnych metrík“ (s. 32).

Druhá kapitola s názvom Pozadie objasňuje históriu podstaty merania, merania podľa indikátorov výkonnosti v školskom systéme, ale i v manažmente podnikov, ovplyvnenýchaylorizmom a narastajúcim vplyvom účtovníctva v priemysle, biznise a v armáde. Autor tento posun zdôvodňuje takto: „Jedným smerom posadnutosti číslami bol vzostup manažérskych konzultantov vybavených manažérskymi zručnosťami kvantitatívnej analýzy, ktorých prvou zásadou bolo: Pokiaľ niečo nemôžete zmerať, nemôžete to ani riadiť.“ (s. 41). Je potrebné uviesť, že autor vychádza z knihy najmä z kontextu americkej spoločnosti.

V texte tejto kapitoly sa autor pýta, prečo sa stali metriky tak obľúbenými, keď je s nimi toľko problémov. Jednou z odpovedí môže byť, že ubúda dôvera v spoločnosti a stúpa dopyt po meranej zodpovednosti a transparentnosti. „A čísla vytvárajú ovzdušie objektivity; vylučujú totiž subjektívny úsudok ... Čísla tiež dávajú pocit ... transparentnosti a objektivity. Značný diel ich príťažlivosti spočíva v tom, že sú podľa všetkého okamžite pochopiteľné pre všetkých.“ (s. 43). Tam, kde je v kultúrach nízka spoločenská dôvera, je badateľné úsilie o meranie zodpovednosti. Autor tak hovorí o bludnom kruhu, kde nedostatok spoločenskej dôvery vedie k apoteóze metrík a viera v čísla prispieva k zmenšovaniu dôvery v úsudok. V priebehu kvantifikovateľných meraní zohrávajú svoju úlohu aj ekonomické sily a snahy manažmentu uchopiť zložité procesy organizácie a potom použitie „čísel“ je tou najpriamejšou skratkou k pochopeniu chodu organizácie.

Obľúbenosť metrík je daná i rozšírením informačných technológií. Vynález a rýchle rozšírenie elektronických tabuľkových procesorov, zanášanie dát do tabuliek a spracovanie čísel má však svoje dôsledky. Aj problém odmeňovania za výkon spočíva, podľa autora, v príliš jednoduchej a hlboko skreslenej predstave o ľudskej motivácii. „Je naivné predpokladať, že sú ľudia motivovaní len túžbou po peniazoch a že sú motivovaní len vnútornými odmenami.“ (s. 53). Ktorá z motivácií je dôležitejšia – vonkajšia či vnútorná, to je stála otázka pre viaceré vedné disciplíny. V knihe venoval autor pozornosť i filozofickej stránke metrík, ako z hľadiska protagonistov, tak i z hľadiska kritikov na oboch stranách politického spektra. Pojmy „zodpovednosť“ a „meranie výkonnosti“ sa stalo mantrou biznismenov, politikov a zákonodarcov nielen v Spojených štátoch, ale aj inde vo svete.

Tretia kapitola s názvom Chybné meranie všetkého? Prípadové štúdie je zostavená z ilustratívnych prípadových štúdií, pomocou ktorých kvalifikovane skúma aktuálne výsledky metrík, ich úspechy a nedostatky v rade oblastí, vrátane základného, stredného a vysokoškolského vzdelávania. Rovnako ich skúma tiež v oblasti zdravotníctva, polície, armády, biznisu, filantropie a zahraničnej pomoci.

Oblasť vysokoškolského vzdelávania považuje autor za epicentrum svojho skúmania fenoménu posadnutosti metrikami. Autor podrobne rozoberá možnosti získať zmysluplný vysokoškolský titul a stručne skepticky rezumuje, že väčšina z tých, ktorí chcú ísť na vysokú školu, nemá na to preukázané schopnosti a potrebuje absolvovať prípravný kurz. „Vysoké školy, verejné i súkromné sú šťastie porovnávané a odmeňované na základe úspešnosti dokončenia štúdia, čo je jedno z kritérií, podľa ktorých sa vysoké školy umiestňujú v rebríčkoch a v niektorých prípadoch sú i financované ... To vedie k tomu, že výsledky nasledujú financovanie. Tým, že umožní viac študentom prejsť, demonštruje vysoká škola transparentne svoju zodpovednosť na základe svojej excelentnej metriky výkonu. Čo už tak transparentné nie je, sú znížené štandardy vyžadované pre dokončenie štúdia.“ (s. 67). Vyššie počty vďaka nižším štandardom.

So zjavnou znalosťou problematiky autor píše o otázkach merania výkonu vysokých škôl pomocou metrík, ktoré sú sústredené na meraný výstup z každej katedry a inštitúcie. Kriticky sa vyjadruje i o vplyvnom súbore výkonnostných metrík vo vysokoškolskom vzdelávaní, ktorý predstavujú rebríčky univerzít (ranking). Hovorí o rankingových pretekoch. „Tieto rebríčky ... sú dôležitým zdrojom prestíže; absolventi i členovia správnych rád sú posadnutí tým, aby ich inštitúcia bola hodnotená vysoko, rovnako ako i potencionálni donátori peňazí a samozrejme i potencionálni študenti. Zachovanie alebo zlepšenie rankingu sa stáva prioritou univerzitných rektorov a vrcholových manažérov.“ (s. 71). Autor uvažuje o kladných a záporných stránkach rankingu, ako aj o konkrétnych štátnych postupoch známkovania vysokých škôl v Spojených štátoch v nedávnej dobe.

Vyjadruje sa i k meraniu akademickej produktivity. „V snahe nahradiť úsudky o kvalite štandardizovaným meraním, niektoré rankingové organizácie, štátne inštitúcie a univerzitní manažéri prijali za štandard počet vedeckých publikácií produkovaných vysokou školou, alebo univerzitnými učiteľmi a tento počet určujú na základe komerčných databáz, ktoré takéto informácie zhromažďujú.“ (s. 72). Pripomína, že aj v akademickom svete, rovnako ako aj inde platí, že to, čo sa dá zmerať, dá sa tiež sfaľovať. V tejto oblasti chýba napr. úsudok, založený na profesijnej skúsenosti posúdiť váhu článku, v protiklade posúdenia meraním impaktového faktora článku. V tejto časti kapitoly autor veľmi kvalifikovane porovnáva, posudzuje a kriticky hodnotí dôsledky uplatňovania merateľných výsledkov v americkej vládnej politike, týkajúcich sa vzdelávania od materských škôl až po koniec strednej školy. Zavedenie výkonnostných metrík sa týka žiakov i učiteľov a často má experimentálny charakter, ktorý vždy nezvyšuje kvalitu vzdelávania. „Nie všetko, čo možno merať, možno zlepšiť – v prinajmenšom nie meraním.“ (s. 90).

Vo svojej knihe nemohol autor obísť oblasť zdravotníctva, kde sú metriky vo veľkej obľube. Majú v ňom rôzne úlohy. Prvou úlohou je informovanie a diagnostika. Ďalšou je verejné vykazovanie metriky pre zaistenie transparentnosti pre spotrebiteľa a pre konkurenciu v poskytovaní zdravotnej starostlivosti. Treťou úlohou je platba za výkon, kde je zodpovednosť posilnená peňažnými odmenami alebo pokutami. Používanie metrík sa využíva tiež nielen pre zlepšenie bezpečnosti, ale aj pre obmedzenie nákladov v zdravotníctve.

Autor tu prezentuje rôzne názory na ranking v americkom systéme zdravotnej starostlivosti, pričom predstavuje tri konkrétne príbehy potenciálnych predností medicínskych metrík, vyvodzuje závery z úspešnosti ich uplatnenia a popisuje modelový prípad využitia metrík pri opätovnej hospitalizácii (readmisii) po prepustení pacienta z nemocnice, v pozitívnom,

ale i v negatívnom zmysle. Jeho záver znie: „Väčšina organizácií, poskytujúcich zdravotnú starostlivosť dnes používa metriky pre účely zlepšenia kvality, od vylepšovania výsledkov konkrétnych postupov po optimalizáciu fungovania celej inštitúcie.“ (s. 106).

Významnou oblasťou, v ktorej sa využívajú metriky je polícia, ktorá sa prostredníctvom nich transformovala. Zmena, v zmysle zníženia násilnej kriminality v Spojených štátoch je právom, či neprávom pripisovaná práve zmenám v práci polície využívaním metrick formou systému Compstat. Je to systém pre analýzu zločinnosti a zodpovednosti policajtov. „Zahrňuje zber, analýzu a mapovanie dát o kriminalite v rýchlom časovom slede pre účely odhaľovania štruktúry trestných činov, spojené s týždennými poradami, na ktorých sa policajní manažéri zodpovedajú z výsledkov vo svojom okrsku.“ (s. 109). Problémom sú stále otázky o presnosti a spoľahlivosti štatistik kriminality. Vykazovanie zlepšení vytvára tlak na prekrúcanie a upravovanie čísel, z vážneho deliktu sa stane priestupok, ktorý sa už nedostane do jednotnej evidencie trestných činov. Autor uzaviera, že metriky v polícii majú užitočnú funkciu, no môžu byť menej spoľahlivé, alebo kontraproduktívne pri odmeňovaní a trestaní. Aj americká armáda, ako najzložitejšia organizácia na svete sa snaží využívať metriky, v pri-najmenšom od vojny vo Vietname, neskôr v Iraku a v Afganistane. Autor túto špecifickú súčasť spoločnosti popisuje, v danej súvislosti, slovami istého skúseného vojaka a experta, že v armáde je nutné metriky prispôbiť zvláštnym okolnostiam prípadu – štandardizované metriky z minulých vojen nebudú fungovať a používanie tých najlepších metrick výkonnosti vyžaduje úsudok založený na skúsenostiach (s. 113). Číslo verus úsudok zo skúsenosti.

V závere tejto kapitoly sa autor zaoberá otázkami využitia metrick v biznise a vo financiách. Píše, že firmy existujú preto, aby bohatli a ľudia, ktorí v nich pracujú, aby zarábali peniaze. „Zdá sa teda, že má zmysel, aby sa biznisoví manažéri snažili vzbudzovať čo najväčšie úsilie svojich zamestnancov tým, že prepoja ich finančné odmeňovanie čo najtesnejšie s ich merateľným prínosom k ziskom, ktoré firma vytvára.“ (s. 116). Na základe vedeckých analýz platenia za meraný výkon autor naznačuje mnoho problémov ako napr. paralyzujúci účinok platenia za meraný výkon na tvorivosť, sklon falšovať záznamy, zákonite nedokonalé meracie nástroje, obťažne definovateľná dlhodobá výkonnosť a sklon vonkajších motivácií vytesňovať vnútornú motiváciu. Analýzy potvrdili, že je výhodnejšie výkonnostné odmeňovanie pre top manažérov zrušiť a nahradiť ho vyšším fixným platom (s. 117). Autor tu tiež podrobne analyzuje prípadové štúdie vybraných amerických firiem, aby poukázal na problémy využívania metrick v biznise.

Autor sa dotkol aj svetovej finančnej krízy spred dvanástich rokov a príčinu vidí v snahe nahradiť úsudok, založený na miestnych poznatkoch, štandardizovanými metrikami, ktoré všetko ešte prehĺbili. Dnes si posadnutosť metrikami v biznise a vo financiách vyberá svoju daň, ako píše autor. „Biznis musí byť posudzovaný podľa viac než jedného indikátora výkonnosti. Zisk je určite dôležitý. Ale rovnako tak je v dlhodobom horizonte dôležitá dobrá povesť, podiel na trhu, spokojnosť zákazníkov a morálka zamestnancov, čo umožňuje prispôsobovať a hľadať riešenie nových problémov, ktoré sa na trhu nevyhnutne objavujú.“ (s. 127). V niektorých oblastiach metriky nesúvisia priamo s transparentnosťou a výkonnosťou. Napr. v intímnom svete ľudí. „V medziľudských vzťahoch, i tých najintímnejších, závisí úspech na stupni nejednoznačnosti a neprehľadnosti, nie na poznaní všetkého, čo ten druhý robí, alebo dokonca, čo si myslí.“ (s. 136). Platí to rovnako aj pre politiku a vládu. Vhodný je istý stupeň neprehľadnosti, keďže jednou z hlavných úloh politika je: „sprostredkovať rozdielne záujmy a pocity a dosahovať také dohody, v ktorých sú prekonané rozdielne postoje“ (s. 136). Pre činnosť vlády platí v tejto súvislosti rozlišovanie medzi vládnymi vstupmi a vládnymi výstupmi. „Výstupy obsahujú dáta o spoločenských a ekonomických trendoch predkladané vládou rovnako ako výsledky činnosti vlády, ako napríklad vládne predpisy. Výstupy musia byť verejne prístupné. Oproti tomu, vstupy sú diskusie medzi politikmi a úradníkmi.“ (s. 137).

Transparentnosť vstupov môže byť nepriateľom dobrej vlády, píše autor knihy. Transparentnosť je tiež hazardom v diplomacii a je úplne fatálna pre tajné služby. „V medzinárodných vzťahoch, rovnako ako vo vzťahoch medziľudských mnoho postupov funguje, pokiaľ zostávajú nejednoznačné a neprehľadné. Transparentnosť a publicita zabíja.“ (s. 138).

Ostatná kapitola tejto knihy má názov Závery. Autor v nej zhŕňa konkrétne ponaučenia z prípadových štúdií, uvádzaných na stránkach knihy. Ide o nezamýšľané, ale predvídateľné negatívne dôsledky metrick, ktoré v jedenástich vystihujúcich charakteristikách uviedol. Ku kľúčovej otázke kedy a ako metriky využívať autor knihy píše: „... meranie nie je alternatívou k úsudku, meranie vyžaduje úsudok; úsudok o tom, či merať, čo merať, ako vyhodnocovať význam toho, čo bolo merané, či odmeny a pokuty budú spojené s výsledkami a komu meranie dávať k dispozícii.“ (s. 148). Úplný záver knihy tvorí kontrolný zoznam toho, čo tvorí esenciu celej knihy. Predstavuje ju desať otázok, ktoré sa týkajú metrick a s nimi spojených možných, či nemožných postupov. To sú podstatné otázky, na ktoré je potrebné hľadať v praxi optimálne a správne odpovede.

A nakoniec uvážený názor autora tejto pozoruhodnej, transparentnej a provokatívnej knihy: „Množstvo dôležitých vecí je príliš závislé na úsudku a interpretácii, než aby bolo riešiteľné štandardizovanými metrikami. A nakoniec, nie je to len problém metrick verus úsudok, ale metrick ako podkladov k úsudku, čo znamená vedieť, akú váhu dať metrikám s ohľadom na ich charakteristické skreslenie a s ohľadom na to, čo nie je merateľné. Príliš mnoho politikov, biznismenov i akademických funkcionárov to v posledných dekádach stratilo zo zreteľa.“ (s. 153).

Recenzovaná kniha je elegantnou kritikou posadnutosti metrikami, obsahuje veľké množstvo informácií, ktoré môžu zaujať tých čitateľov, ktorých sa priamo dotýkajú. Rozhodne ju odporúčam do pozornosti tým, ktorí sa v jej obsahu z akéhokoľvek dôvodu nájdu.

FORET, MIROSLAV A MELAS, DÁVID, 2021.

MARKETINGOVÝ VÝZKUM

V UDRŽITELNÉM MARKETINGOVÉM

MANAGEMENTU.

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Publikace navazuje na předchozí práce autorů z oblasti marketingového výzkumu, marketingové komunikace a marketingového managementu. V nové monografii si kladou za cíl objasnit metodologické principy, postupy a problémy marketingového výzkumu v kontextu marketingového managementu firem a společností. Předností práce jsou konkrétní příklady vlastních marketingových výzkumů. Monografie je strukturována do jedenácti na sebe navazujících kapitol, resp. částí. Úvodní kapitoly jsou věnovány základním principům marketingového procesu, resp. metodologickým stránkám marketingového výzkumu, a to včetně oblasti online marketingu. V šesté kapitole zdůrazňují význam marketingového výzkumu i v jeho online prostředí, kde by neměla chybět náležitá příprava výzkumu a korektní statistické zpracování získaných dat. Pro čtenáře je zajímavé zařazení konkrétního příkladu jednoduchého marketingového výzkumu v sedmé kapitole. Je zde zcela konkrétně ukázán postup jeho realizace od stanovení cíle, přes operacionalizaci předmětu výzkumu, výběr zkoumaného vzorku až po zpracování a hodnocení dat, včetně jejich interpretace a následných praktických doporučení do marketingového managementu. Zajímavou částí je uvedení modelu RACE vhodného pro aplikaci marketingového výzkumu v oblasti public relations, kterou čtenář najde v deváté kapitole. Následující kapitola je opět věnována specifické oblasti aplikace marketingového výzkumu ve volebním chování, konkretizovaném na příkladu České a Slovenské republiky. V závěrečné kapitole publikace je zařazena úvaha o využití marketingového výzkumu pro udržitelný marketingový management. Nejprve jsou uvedeny problémy udržitelného marketingového managementu, následně doplněné příkladem marketingového výzkumu kvality života. Do kapitoly je zařazen dosud standardně nevyužívaný pojem tzv. férového marketingu ve spojitosti s marketingovým výzkumem. Hodnocená publikace přináší řadu nových podnětů pro zkvalitnění marketingového výzkumu v rámci marketingového managementu firem a společností. Autoři upozorňují na význam využívání výzkumu v souvislosti s ekonomickou stránkou marketingového managementu. Současný trh je zahlcen realizací nesčetných „rádo by“ marketingových výzkumů, které mají kvalitu nanejvýš anket či jen marketingových sond. Jejich provádění a interpretace dat zůstávají často na amatérské úrovni a ve svém důsledku se jedná o neekonomické vynakládání finančních prostředků. Nežádoucí nejsou výsledky takových výzkumů ani efektivně využívány v marketingovém managementu firem. Z uvedeného důvodu posuzovaná publikace může napomoci ke zkvalitnění marketingového výzkumu, a to jak na úrovni zvyšování marketingové gramotnosti studentů i pedagogů, tak v neposlední řadě i četných subjektů hospodářské praxe. Publikaci „Marketingový výzkum v udržitelném managementu“ autorů Miroslava Foreta a Davida Melase lze považovat za přínosnou především pro zvyšování odbornosti v marketingovém výzkumu v kontextu marketingového managementu udržitelného rozvoje.

DICTIONARY OF USEFUL

MARKETING TERMS

M

marine | *morský, námornický, prímorský, námorný, lodný, námorník, loďstvo* — The Central harbor area will be closed to all marine traffic from 3 pm to 4 pm. | *Oblasť centrálného prístavu bude od 15. do 16. hodiny uzavretá pre všetku námornú dopravu.*

marine insurance | *námorné poistenie* — What exactly does marine insurance cover? | *Čo konkrétne pokrýva námorné poistenie?*

maritime | *lodný, plavebný, námorný,orský, prímorský, pobrežný* — Make sure you visit the maritime museum if you're interested in ships or seafaring. | *Ak máte záujem o lode alebo námornú dopravu, určite navštívte námorné múzeum.*

maritime law | *námorné právo* — Maritime law directs private maritime questions, disputes, or offenses and other nautical matters. | *Námorné právo upravuje súkromné námorné otázky, spory alebo priestupky a iné námorné záležitosti.*

maritime lawyer | *námorný právnik* — A maritime lawyer is specialized in that branch of law which specifically deals with issues in the marine industry. | *Námorný právnik sa špecializuje na tú právnu oblasť, ktorá sa osobitne zaoberá problémami v námorníctve.*

maritime history | *história námorníctva* — Maritime history is the study of human interaction with and activity at sea. | *História námorníctva študuje činnosť človeka na mori.*

maritime trade | *námorný obchod* — Maritime trade involves the transport of goods through the sea, using ships. | *Námorný obchod zahŕňa prepravu tovaru po mori pomocou lodí.*

mark | *cieľ, znak, značka, štýl, označenie, označiť* — What do those marks in the middle of the road mean? | *Čo znamenajú tie značky v strede cesty?*

mark down | *znižiť cenu* — In August, retail chains begin to mark down summer clothes. | *V auguste začínajú obchodné reťazce znižovať cenu letného oblečenia.*

mark off | *označiť, oddeliť, odmerať* — Workers already marked off the area where the Christmas market should take place. | *Pracovníci už vyznačili oblasť, kde by sa mal konať vianočný trh.*

market | *trh, trhový* — We are sure there is a market for your product. | *Sme si istí, že pre váš produkt existuje trh.*

market analysis | *analýza trhu* — They are planning to conduct a complete market analysis. | *Plánujú vykonať kompletnú analýzu trhu.*

market analyst | analytik trhu — These reports on the economy are watched closely by traders, investors, and market analysts. | *Obchodníci, investori a analytici trhu pozorne sledujú tieto správy o ekonomike.*

market audit | trhový audit — It is important to carry out a market audit at regular intervals. | *Je dôležité pravidelne vykonávať trhový audit.*

market-based | založené na trhu, trhový — Market-based systems favor new ideas with high profit opportunities. | *Trhové systémy uprednostňujú nové nápady s vysokými príležitosťami na zisk.*

market basket | trhový kôš — The market basket consists of a group of products designed to monitor the performance of a specific market segment. | *Trhový kôš tvorí skupina produktov určených na sledovanie výkonnosti konkrétneho segmentu trhu.*

market challenger | vyzývateľ na trhu — With around 15% to 20% market share, the company is a market challenger. | *S podielom na trhu od 15 do 20% je spoločnosť vyzývateľom na trhu.*

market coverage | pokrytie trhu — The market coverage is determined by external and internal factors. | *Pokrytie trhu je určované vonkajšími a vnútornými faktormi.*

market demand | dopyt na trhu — Their growth is driven by market demand. | *Ich rast je riadený dopytom trhu.*

market development | rozvoj trhu — The money will be used for market development and research. | *Peniaze budú použité na rozvoj trhu a výskum.*

market-driven | riadený trhom, trhovo orientovaný — A market-driven strategy allows a company to understand the market and its consumers. | *Trhovo orientovaná stratégia umožňuje spoločnosti pochopiť trh a jeho spotrebiteľov.*

market economist | trhový ekonóm — He is a market economist at Deutsche Bank in New York. | *Je trhovým ekonómom v Deutsche Bank v New Yorku.*

market economy | trhové hospodárstvo, trhová ekonomika — In a market economy the consumer is king. | *V trhovej ekonomike je kráľom spotrebiteľ.*

market efficiency | efektívnosť trhu — The increased market efficiency is due to improved investor confidence. | *Zvýšená efektívnosť trhu je spôsobená zvýšenou dôverou investorov.*

market equilibrium | trhová rovnováha — On this graph the market equilibrium is found at the point at which the market supply and market demand curves intersect. | *Na tomto grafe sa nachádza trhová rovnováha v bode, v ktorom sa pretínajú krivky ponuky a dopytu na trhu.*

market failure | zlyhanie trhu — Another example of market failure is in the US dairy market – the industry produces far more than consumers require. | *Ďalším príkladom zlyhania trhu je americký trh s mliečnymi výrobkami – toto odvetvie vyrába oveľa viac, ako požadujú spotrebitelia.*

market gap | priepasť na trhu, trhová priepasť — The market gap between the market leader and its challenger continued to widen. | *Trhová priepasť medzi lídrom na trhu a jeho vyzývateľom sa naďalej zväčšovala.*

market growth | rast trhu — He believes China's telecommunication industry will see strong market growth over the next five years. | *Verí, že čínsky telekomunikačný priemysel znamená v nasledujúcich piatich rokoch silný rast trhu.*

market growth rate | miera rastu trhu — Market growth rate allows you to measure percentage growth over a specified period of time for your industry. | *Miera rastu trhu vám umožňuje merať percentuálny rast za určité časové obdobie pre vaše odvetvie.*

market inefficiency | neefektívnosť trhu — The company management blamed local politicians for the local market inefficiency. | *Vedenie spoločnosti obvinilo miestnych politikov z neefektívnosti miestneho trhu.*

market leader | líder na trhu — The group is the world market leader in car electronics. | *Skupina je lídrom na svetovom trhu s automobilovou elektronikou.*

market leadership | vedúce postavenie na trhu — The company has been criticized in the past for an apparent desire to retain market leadership at any cost. | *Spoločnosť bola v minulosti kritizovaná za zjavnú vôľu udržať si vedúce postavenie na trhu za každú cenu.*

market mechanism | trhový mechanizmus — In a market mechanism, the price serves as a signal to allocate resources. | *V trhovom mechanizme slúži cena ako signál na alokáciu zdrojov.*

market niche | trhový segment (tzv. nika), medzera na trhu, trhový výklenok — A lucrative market niche will not go empty for long. | *Lukratívna medzera na trhu neostane dlho prázdna.*

market town | trhové mesto — A market town was a town of moderate size where a market used to be held on a regular basis. | *Trhové mesto bolo mesto strednej veľkosti, kde sa pravidelne konal trh.*

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