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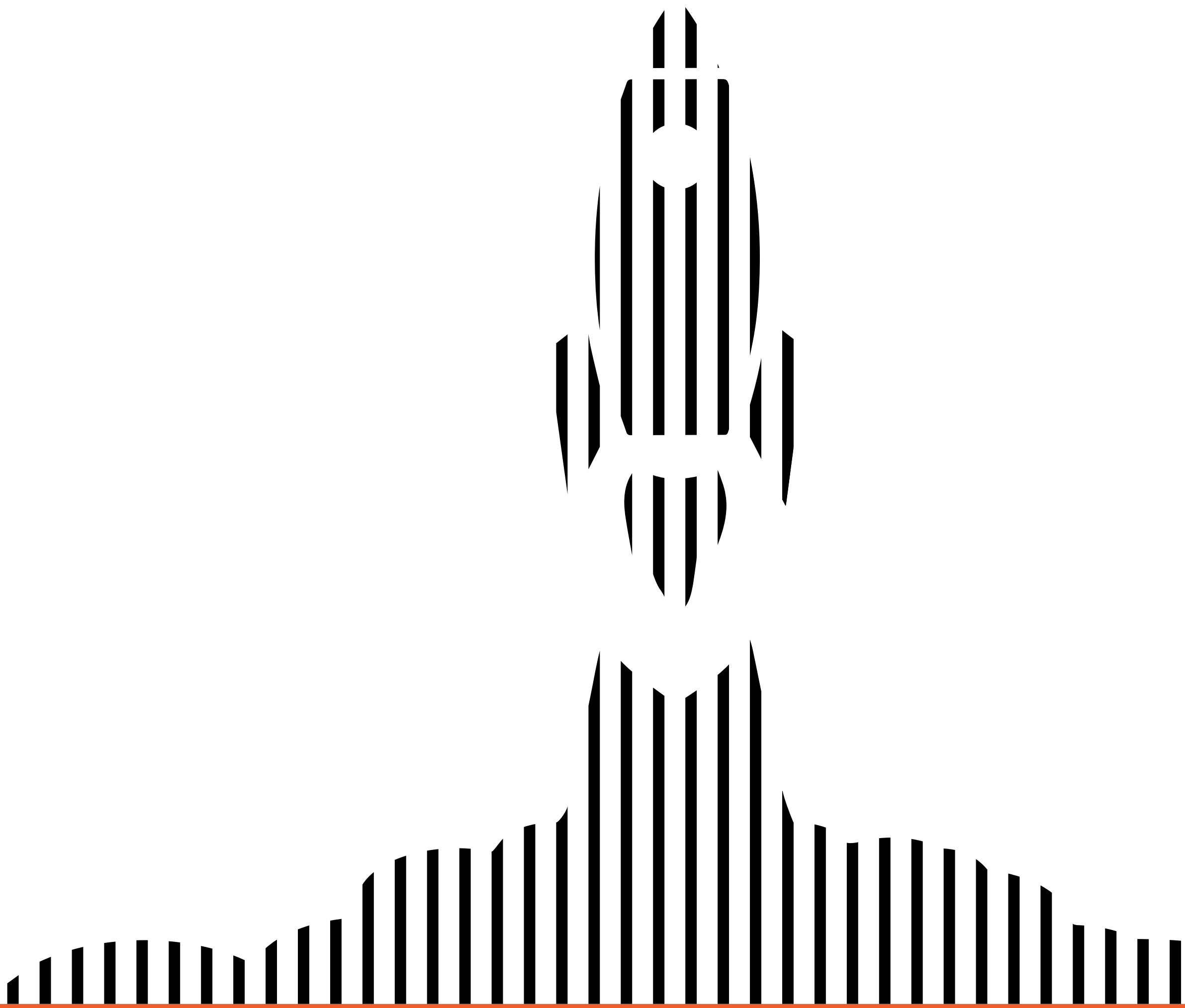

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SUSTAINABILITY – INTEGRATION AND COMMUNICATION IN GERMAN MANUFACTURERS

The manufactory is a full production organization of consumer goods, technical goods or food – in any case physical products. In contrast to handicraft businesses, the manufactory produces products in series, which means that they can be purchased several times over a longer period of time. They result in an assortment of this manufacturer. The products of the manufactory are characterized by a high level of vertical integration – usually from the raw material through the entire production process to the finished product under one roof for retailers or customers. Manufactured products are inherently sustainable because they are designed for long-term use. Manufactories are usually family-run companies that work in an economically sustainable manner. But what about the other dimensions of sustainability, i.e. ecological and social? Is sustainability anchored in the company's strategy? Is sustainability seen as a competitive advantage and conveyed in corporate communications?

Introduction ——— Manufactories stand between (art) crafts and industry. Craft is characterized by a high proportion of manual work. However, the craftsman is more of a service provider than a producer, because he usually only manufactures individual custom-made products on customer orders and does not produce a range of goods. This service provider function also characterizes the employees: Often everyone is in control of every production step.

Industry today is characterized by a very low proportion of manual work. Above all, however, the approach to production is typical: production was broken down into the smallest steps. The individual employee is usually only responsible for one of these small steps. Today, industry also means a very large use of machines, often computer-controlled. The tendency to use unskilled workers has decreased significantly in recent decades due to the operation of complicated machines.

Historically, manufactories are the link between craft and industry. In contrast to craft businesses, manufactories are manufacturers of their own range of goods with the cooperation of employees from different training courses. The employees are usually trained and responsible for a larger number of work steps. This also requires a high level of training similar to that in the skilled trades. At the same time, by bringing together different apprenticeships, it also enables innovations without breaking with tradition. Manufactories combine a high proportion of manual work with the division of labor – this requires a certain company size. In terms of the number of employees, manufactories are usually between the other forms of production, trade and industry (Deutsche Manufakturen 2021a).

According to the definition of the term manufactory, the products of the manufactory are characterized by a high degree of vertical integration – usually from the raw material to the finished product under one roof for the entire production process (Deutsche Manufakturen 2021b). Manufacturing companies create high-quality products that consumers usually use for a long time. The manufacturer has great expertise in creating its products. It plays a major role that large parts of the value creation take place in the company. A manufactory usually relies on a stable value chain that delivers consistently high quality in sufficient quantities. German manufacturers rightly advertise with slogans such as „Manufactured in Germany" or „Made in Germany". In order to be sustainable when it comes to procurement, manufacturers rely on a procurement chain with short transport routes.

This is also important for the reason that products from China are getting better and better in quality and in some cases can hardly be distinguished visually from quality German products. That is why the topic of sustainability is becoming a strategic topic that German manufacturers have to take up, strategically prepare and use in communication. For this it is necessary to understand the topic of sustainability and to know and use the arguments and instruments of the three dimensions economy, ecology and social affairs. Because the topic of sustainability does not only live on phrases, but also offers many possibilities and opportunities if you take a closer look at it. The topic of photovoltaics should be appropriate as an example. A company invests in a photovoltaic system and becomes partially or even completely independent of the energy provider. It makes electricity costs easier to calculate, avoids rising energy costs, generates high returns because the system pays for itself quickly and can also communicate the topic to those around you from an ecological point of view.

1.1 Objective and method ——— Sustainability in corporate management is defined across three dimensions: economic, ecological and social. Manufactories in Germany are to a large extent family-run medium-sized companies that measure the economic key figures and act sustainably by nature, since the company otherwise acts uneconomically and becomes insolvent in the long term. These hard key figures are contrasted with the softer factors of ecology and social affairs. These must be consciously included in the corporate strategy and corporate communication. The aim of this study is to create a basis for discussion on how German manufacturers have integrated sustainability with the three dimensions of economy, ecology and social issues into their corporate strategy. For this purpose, four hypotheses are set up, from which the questions for the online survey arise:

- H1: „Manufacturing companies have recognized that sustainability consists of the three dimensions of ecology, economy and social issues."
- H2: „Only a third of the manufacturers have developed a sustainability strategy."
- H3: „Manufacturers see an opportunity and necessity for future viability in the topic of sustainability."
- H4: „German manufacturers see the opportunities of sustainability communication above all in image cultivation and strengthening social responsibility."

The drafting begins with an introduction and the presentation of the objectives in Chapter 1. In Chapter 2, the term sustainability is defined on the basis of the economic, ecological and social challenges. Chapter 3 shows how a sustainability strategy can be developed. The advantages and disadvantages of a strategy are also discussed. Chapter 4 gives an overview of the hypotheses and the study design. Furthermore, the results of the individual hypotheses are shown and explained to the reader. Chapter 5 summarizes and explains recommendations for action.

2 Sustainability

A widespread definition that is still recognized today and can therefore be considered the classic definition of sustainability has its origins in the so-called Brundtland Report of 1987. It states that sustainable development is development that satisfies the needs of the present without risk that future generations will not be able to meet their needs (Hauffe 1987, p. 46). A definition that is now more common in the economic context and is very handy and easy to apply is: sustainability means not generating profits that then flow into environmental and social projects, but rather generating profits in an environmentally and socially compatible way (Pufé 2014).

2.1 Economic dimension ——— Economic sustainability characterizes the preservation of economic capital for future generations, whereby the economic basis of life should be preserved. A sustainable economy can be operated over the long term. It is essential here, for example, not to live financially beyond individual or social circumstances and thus to be fit for the future (Blank 2001, p. 375).

2.2 Ecological dimension ——— Ecological sustainability refers to the preservation of nature in which landscape, biodiversity and climate should remain constant (Michelsen and Adomßent 2014, p. 34). The protection of natural resources through a sustainable way of life is central. Three time-related aspects are essential to achieve this goal: First, a sustainable yield of renewable resources that regenerate in the future is important. Second, non-renewable resources should be used sparingly and replaced by regenerative resources as soon as possible. Thirdly, emissions into the environment should permanently correspond to nature's ability to assimilate (Blank 2001, p. 377).

2.3 Social dimension ——— According to the Brundtland report (1987), social sustainability is defined by striving for inter- and intra-generational justice. People living now and in the future should be able to secure their existence in the long term (Zschach 2020, p. 230). The goals of social sustainability are firmly anchored in the Sustainable Development Goals of the United Nations. Poverty and hunger are fought across countries and inequalities within and between countries are addressed. Human rights for all should be realized and gender equality and self-determination of all women and girls should be achieved. There is also a fight for consumer interests and fair competition as well as against corruption and tax abuse. In the case of social sustainability, the focus is on work to secure a livelihood and equality. In order to be able to participate culturally, materially and socially in everyday life, people need a regular and fair income.
The variety of sustainability topics is too great to list everything here. The following table gives a rough overview of the most important and most common topics:

Ecologically	Economically	Social
Optimization of eco-efficiency	Anti-corruption	Human rights, prohibition of child labor
Reduction of the ecological footprint	(R)evolutionary business models	Increasing cultural diversity
Reducing waste, emissions, toxic waste	Consumer protection	Equality, anti-discrimination
Wastewater management	Promotion of R&D and innovation	Well-being, healthy workplace
Recycling	Promotion of sustainable production and consumption	Work-life-balance
Increase of energy efficiency	Rating of non-financial performance	Stakeholder dialogue
Energy saving	Socially responsible investments	Demographic change
Renewable energy	Sustainable marketing	Qualification, education, further training
Health	Sustainability orientation of the value chain	Partnerships between companies, organizations, universities and schools
Cradle-to-cradle	Product responsibility	

Table 1: Sustainability issues
Source: Pufé (2017, p. 119)

Hypothesis 1: „Manufacturing companies have recognized that sustainability consists of the three dimensions of ecology, economy and social issues."

3 Sustainability strategy ——— A strategy describes the ways and means that a company chooses to achieve its goals. It shows how the company intends to be successful in the face of competition. The strategy is also helpful for the employees, who can read from it what to do and what not to do – but only if the strategy is formulated correctly and implemented vigorously (Business Knowledge 2021). We understand strategy as the most important element of strategic corporate management. It determines the basic orientation of a company in the market, and it determines which resources should be built up and used within the company for this purpose. In this way, it creates the conditions for being able to meet the normative requirements for the development of the company in the long term (Hungenberg and Wulf 2021, p. 99). In this way, it creates the conditions for being able to meet the normative requirements for the development of the company in the long term. As an element of strategic corporate management, it can be characterized in more detail by the general characteristics of strategic decisions (Hungenberg 2014, p. 4):

- Strategies shape the basic direction of corporate development. Since it is usually not easy to change the basic company orientation, strategic decisions claim long-term validity. It is their claim to anticipate uncertain events as best as possible and to specify a stable development path even under changing conditions.
- Strategies aim to ensure the long-term success of a company. Since companies compete with each other in a competitively organized economy, this is only possible if the company succeeds in establishing and defending advantages over its competitors. Strategies therefore aim to build up such advantages.
- Strategies attempt to create opportunities for action on which the future success of a company depends. In this context, it is also said that potential for success is created that can be used in the future (Kirsch 1991, p. 3). So it's not about initiating individual, concrete actions in the market or in the company, but about setting the framework for such decisions.
- Strategies have a cross-sectoral meaning and need to be designed from a cross-sectoral perspective. The strategy design is therefore a relatively complex task that cannot be assigned to individual organizational areas, but is primarily to be fulfilled by the top management.

Strategies are the starting point and focus of strategic corporate management. The design of strategies is one of the most important tasks of management and it influences the success of a company in a special way (Hungenberg and Wulf 2021, p. 100).

3.1 Development of a sustainability strategy ——— In order to create a strategy, a company can select important trends and place them at the center of all measures. In this case, the definition of the sustainability strategy starts with a consistent future orientation. The following tabular list of strategy levels, including examples, shows that sustainability starts at different points. Starting with the corporate strategy, business areas and production to the supply chain and personnel (Pufé 2017, p. 196).

Corporate strategy **In which markets does the company want to and can be active?**	A manufacturer of energy systems is expanding its product portfolio by acquiring a wind turbine manufacturer in anticipation of rising prices and taxes for fossil fuels.
Business segment strategy **What competitive strategies does the company use in individual business areas?**	A producer of toxic chemicals relies on cost leadership with the most environmentally friendly substances possible, another relies on particularly safe and closed product cycles as part of its differentiation strategy.
Production strategy **How and where is it produced?**	Instead of relocating production to locations where energy prices are currently low, a company with energy-intensive manufacturing processes reduces the cost risks in the energy sector by using production technologies that are as energy-efficient as possible.
Supply chain strategy **How to optimize procurement?**	A global textile manufacturer is separating from suppliers who violate minimum ecological standards, the ban on child labor and human rights, thereby reducing image, quality and delivery failure risks.
Human resources strategy **Which staff with which qualifications is available in the long term?**	A financial service provider invests 10% more than in the previous year in personnel development and retention measures, thus absorbing the significantly higher long-term costs of a lack of workers due to demographic change.
Network strategy **Which value-added areas does the company cover and which of its partners?**	A furniture manufacturer commissions a study from WWF to assess the biodiversity situation with regard to the wood used.

Table 2: Strategy levels
Source: Pufé (2017, p. 197)

Hypothesis 2: „Only a third of the manufacturers have developed a sustainability strategy."

3.2 Opportunities and risks of a sustainability strategy ——— In addition to risks for existing business models, there are also opportunities to actively shape the future.

Opportunities	Risks
Reputation, image and brand	Regulatory risks
Innovation and development of new business models	Acute or chronic physical risks from climate change
Reducing negative impacts and increasing positive impacts	Litigation and litigation risk
New services, products and markets	Reputational risks
Cost reduction and efficiency increases	Transformation risks
Access to capital and financing	Market risks
Employee recruitment and retention	Social risks
Participation in the necessary transformation process	

Table 3: Opportunities and risks for companies
Source: Mayer (2020, p. 23)

Manufacturing companies must examine the future viability of their business model and focus on sustainability. Entrepreneurs fear most of all the reputational risks that turn everyone into a direct reporter through new communication technologies and networking. Messages are spread unfiltered and in real time on social media. The pressure on companies from outsiders is increasing and so every product, every service and every brand is always at risk of being rated negatively. This can not only have a negative impact on sales markets, but also affects the ability of companies to recruit talented employees and retain them in the long term (Mayer 2020, p. 23). Physical risks arise both with regard to individual extreme weather events and their consequences, such as flooding, and with regard to long-term changes in climatic

and ecological conditions, such as the frequency of precipitation. Physical risks can also have indirect consequences. The collapse of supply chains should serve as an example here (BaFin 2021, p. 14).
The major changes in the business environment also open up a wide range of opportunities. It is important to recognize and perceive this in order to be one of the long-term winners and designers of a sustainable future. A distinction can be made between short-term gains through cost savings and increases in efficiency, for example through reduced consumption of energy and raw materials. Most companies quickly recognize and take advantage of this opportunity due to the general cost pressure. Recognition usually also means that these companies operate a sustainable risk management system and are therefore classified as less risky, which in turn proves to be an advantage when raising capital. A holistically oriented corporate management thus strengthens future viability in a radically changing world and creates intangible assets such as image and brand, which are of great advantage, for example, when recruiting and retaining employees. (BaFin 2021, p. 14).
Hypothesis 3: „Manufacturers see an opportunity and necessity for future viability in the topic of sustainability."

Hypothesis 4: „German manufacturers see the opportunities of sustainability communication above all in image cultivation and strengthening social responsibility."

3.3 Communication of sustainability measures ——— Companies are increasingly obliged to present their sustainable actions and appearance transparently. Drivers for this are consumers and customers as well as investors or new legal requirements. The times when corporate social responsibility measures were carried out purely for marketing purposes are over. For this reason, sustainability topics in corporate communications are increasingly being considered strategically important (Mayer 2021).
Digitization and the optimization of communication that is possible with it are new tasks that require a well thought-out strategy, especially when financial resources are tight. When developing a strategy for communication, every company faces elementary questions, such as who are the target groups and what do they want (Stein 2021)? It therefore requires stakeholder and dialogue orientation, credibility, openness and integration (Schubert 2021).
In addition to the „what" and „how", the sustainability communication of a company should also be about the „why" (Schubert 2021). What are the unique selling points that set the company apart from everyone else? The company should be clear about where the opportunities and goals lie and how it can use its limited resources most effectively. There is no company that starts from scratch when it comes to sustainability. Competing companies have always had an economic drive towards efficiency and cost savings – and resource conservation is a sustainability issue. More sustainability increases the resilience of a company. That is why sustainability communication also makes a significant contribution to corporate success (Stein 2021).

4 Survey ——— The study conducted was aimed at the managing directors of medium-sized manufacturers that produce in Germany. The study was conducted between December 2021 and March 2022 using an online questionnaire. In the context of the study, a conscious decision was made to a concentration selection. All members of the Association of German Manufactories and the German Manufactory Initiative were invited to participate. In order to find out the importance of the topic „sustainability" in German manufactories, four hypotheses were worked out:
• H1: „Manufacturing companies have recognized that sustainability consists of the three dimensions of ecology, economy and social issues."

• H2: „Only a third of the manufacturers have developed a sustainability strategy."
• H3: „Manufacturers see an opportunity and necessity for future viability in the topic of sustainability."
• H4: „German manufacturers see the opportunities of sustainability communication above all in image cultivation and strengthening social responsibility."

For better comparability of the data obtained, individual questions and the associated answer options were taken from the Commerzbank survey „Economy in transition: The opportunities of the „Green Deal"" from 2021.
Interview participants (s): 40
Survey method: Online questionnaire
Study period: December 2021 – March 2022

H1: „Manufacturing companies have recognized that sustainability consists of the three dimensions of ecology, economy and social issues."

Long-term preservation of economic performance	55.00 %
Careful handling of employees	70.00 %
Climate and environmental protection	92.50 %
Social, societal responsibility	75.00 %
Sustainability is not an issue in our company	0.00 %

Table 4: Sustainability and future viability (multiple answers possible)
Source: Authors

In the eyes of the general public, the issue of sustainability is often equated with climate and environmental protection. The economic and social level is not perceived. Companies move in the environment of all three levels and are therefore forced to deal with them. 92.50% of those surveyed see the protecting of the climate and the environment as the top priority when it comes to the topic of sustainability. At the level of social responsibility, 75% think of social responsibility and 70% of treating employees with care. It is noteworthy that only 55% are thinking about maintaining their own economic performance over the long term. Therefore, the hypothesis is only partially confirmed. It is very positive to note that the topic of sustainability is a topic for all participating manufacturers.

Long-term preservation of economic performance	82.00 %
Careful handling of employees	82.00 %
Climate and environmental protection	79.00 %
Social, societal responsibility	75.00 %
Sustainability is not an issue in our company	1.00 %

Table 5: Sustainability and future viability (multiple answers possible)
Source: Commerzbank (2021, p. 5)

The results of this survey do not match the Commerzbank survey at all levels. While the results at the social and environmental level do not differ widely, there are significant differences when considering the impact on economic performance. At 82%, this value is even ahead of climate and environmental protection at 79%.

H2: „Only a third of the manufacturers have developed a sustainability strategy."

We already have a sustainability strategy	47.50 %
We are still planning	37.50 %
Don't know / no idea	5.00 %
We don't have a sustainability strategy	10.00 %

Table 6: Sustainability strategy (multiple answers possible)
Source: Authors

Small and medium-sized companies are said to often not put their strategies in writing. They are mostly fragmented and available as lived values in the corporate culture. The decision-makers in German manufacturers refute the thesis that only a third have developed a sustainability strategy. At 47.50%, almost half of the companies surveyed have developed a sustainability strategy. In addition, 37.50% are already busy with the planning. Only 10% do not have a sustainability strategy. The hypothesis is thus refuted.

We already have a sustainability strategy	38.00 %
We are still planning	30.00 %
Don't know / no idea	0.00 %
We don't have a sustainability strategy	32.00 %

Table 7: Sustainability strategy (multiple answers possible)
Source: Commerzbank (2021, p. 6)

The results of the present survey differ from the results of the Commerzbank study. 85% of manufacturers already have a sustainability strategy or are at least planning one. This contrasts with 68% from the Commerzbank study. 32% have no sustainability strategy.

H3: „Manufacturers see an opportunity and necessity for future viability in the topic of sustainability."

A necessity for the future viability of medium-sized companies	90.00 %
An opportunity for growth and competitiveness	90.00 %
Becoming more important as a prerequisite for access to the capital market	20.00 %
A factor of uncertainty for doing business	10.00 %
The topic is not very relevant for medium-sized companies	5.00 %
A brake on investment and innovation	2.50 %

Table 8: Importance of the topic of „sustainability" for medium-sized companies (multiple answers possible)
Source: Authors

The present survey confirms the hypothesis that German manufacturers see sustainability as an opportunity and necessity for the future viability of medium-sized companies. 90% of the respondents answered accordingly. Only 5% see no relevance of the topic for medium-sized companies.

A necessity for the future viability of medium-sized companies	70.00 %
An opportunity for growth and competitiveness	68.00 %
Becoming more important as a prerequisite for access to the capital market	36.00 %
A factor of uncertainty for doing business	33.00 %
The topic is not very relevant for medium-sized companies	23.00 %
A brake on investment and innovation	21.00 %

Table 9: Importance of the topic of „sustainability" for SMEs (multiple answers possible)
Source: Commerzbank (2021, p. 9)

German manufacturers see the opportunities and the need for the future viability of medium-sized companies in the topic of sustainability. Uncertainty is only seen in 10% of those

surveyed. Only 5% of manufacturers ascribe low relevance to the topic. The comparative study speaks a different language. A factor of uncertainty is seen here by 33% of those surveyed and 23% do not attribute great relevance to the topic.

H4: „German manufacturers see the opportunities of sustainability communication above all in image cultivation and strengthening social responsibility."

Strengthening of social responsibility	55.00 %
Image cultivation or improvement of reputation	77.50 %
Strengthening customer loyalty	65.00 %
Securing the company's future	55.00 %
Considering the finite nature of resources	55.00 %
Optimization of process and cost efficiency	35.00 %
Increase in employer attractiveness	50.00 %
Opening up new business areas	40.00 %
Promotion of product innovations	42.50 %
Better credit rating	10.00 %
Attracting or retaining investors	10.00 %

Table 10: Opportunities for communicating sustainability measures (multiple answers possible)
Source: Authors

The hypothesis can only be partially confirmed. 77.5% of the manufacturers see the opportunities for sustainability communication in image cultivation or improvement of communication. Social responsibility is only seen by 55%. For 65% of those surveyed, strengthening customer loyalty is the priority. On the other hand, only every second person sees the increase in employer attractiveness.

Strengthening of social responsibility	78.00 %
Image cultivation or improvement of reputation	67.00 %
Strengthening customer loyalty	67.00 %
Securing the company's future	65.00 %
Considering the finite nature of resources	64.00 %
Optimization of process and cost efficiency	64.00 %
Increase in employer attractiveness	56.00 %
Opening up new business areas	39.00 %
Promotion of product innovations	38.00 %
Better credit rating	19.00 %
Attracting or retaining investors	13.00 %

Table 11: Opportunities for communicating sustainability measures (multiple answers possible)
Source: Commerzbank (2021, p. 16)

In the comparative study, 78% of those surveyed see an opportunity in strengthening social responsibility and 67% in image cultivation. But strengthening customer loyalty (67%) and securing the company (65%) are also considered important. Considering the finite nature of resources and optimizing process efficiency go hand in hand at 64%.

5 Summary

5.1 Theoretical implication ——— Sustainability has long been an important competitive factor for medium-sized companies. Because more and more consumers are demanding sustainable products. The three pillars of sustainability are economy, ecology and social issues. Sustainable companies therefore always check the consequences of their actions for these areas. That is why the topic of sustainability is becoming a strategic topic that German manufacturers have to take up, strategically prepare and use in communication. To do this, it is necessary to understand the topic of sustainability and to know and use the arguments and instruments of the three dimensions.

5.2 Practical implications ——— The results of the Commerzbank study show that medium-sized companies find sustainability important. So far, mainly individual measures have been implemented. Most companies are not yet pursuing a holistic sustainability strategy. Therefore, the majority of companies do not report. The results of the Commerzbank study do not correspond in all areas to those carried out in this work. When it comes to sustainability, German manufacturers primarily see the dimension of „climate and environmental protection". Only 55% associate the „permanent maintenance of economic performance" with sustainability.
The German manufacturers are well positioned when it comes to the implementation or planning of a sustainability strategy. Here, 47.50% have already implemented a strategy and 37.50% are planning a strategy.
90% of the manufacturers see „a necessity for the future viability of the company" in the topic of sustainability. They also see „an opportunity for growth and competitiveness". Only 5% of those questioned see no relevance of the topic for medium-sized companies.
Those surveyed see opportunities in communication primarily in „image cultivation or improvement of reputation" and „strengthening customer loyalty".

5.3 Limitations ——— With the help of four theses, a questionnaire was created with which German manufacturers were questioned. In the context of the study, a conscious decision was made to a concentration selection. In the random sample, all members of the German Manufactory Association and the German Manufactory Interest Group were written to. In the concentration selection, a conscious concentration is made on a part of the population that is regarded as essential or typical in relation to the subject of the survey. Drawing a sample according to the concentration principle means that one concentrates on that part of the population when drawing a sample in which the majority of the elements being searched for 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 principle of probability, but on logical considerations. This conscious selection is intentional, as this study specifically addresses a clearly defined target group.

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Kľúčové slová / *Key Words* ——— social media marketing, social networks, social media guidelines, corporate strategy, corporate communication, cultural change
marketing sociálnych médií, sociálne siete, usmernenia pre sociálne médiá, firemná stratégia, firemná komunikácia, kultúrna zmena

JEL klasifikácia / *JEL Classification* ——— M31

Résumé ——— **Udržateľnosť – integrácia a komunikácia u nemeckých výrobcov**
Manufaktúra je kompletnou výrobnou organizáciou spotrebného tovaru, technického tovaru alebo potravín – v každom prípade fyzických produktov. Na rozdiel od remeselníckych podnikov vyrába manufaktúra výrobky sériovo, čo znamená, že sa dajú kúpiť viackrát za dlhší čas. Výsledkom je sortiment tohto výrobcu. Produkty manufaktúry sa vyznačujú vysokou úrovňou vertikálnej integrácie – zvyčajne od suroviny cez celý výrobný proces až po hotový výrobok pod jednou strechou určených pre maloobchodníkov alebo zákazníkov. Vyrábané produkty sú vo svojej podstate udržateľné, pretože sú navrhnuté na dlhodobé používanie. Manufaktúry sú zvyčajne rodinné firmy, ktoré fungujú ekonomicky udržateľným spôsobom. Ale čo ostatné dimenzie udržateľnosti, teda ekologická a sociálna? Je udržateľnosť zakotvená v stratégii spoločnosti? Považuje sa udržateľnosť za konkurenčnú výhodu a prejavuje sa v podnikovej komunikácii? Na tieto otázky odpovedá predložený príspevok.

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THE MARKETING POTENTIAL OF PERSONALISATION OF SHIPPING PACKAGING

The goal of the paper is to find out consumers' attitudes towards the marketing usage of shipping packaging. With the growing importance of e-commerce, retailers are looking for new ways to engage consumers. While the marketing importance of consumer packaging has long been known and described, the design and function of shipping packaging also needs to be explored. Qualitative research (combination of experiment and interview) was conducted to examine differences in the personalization of shipping packaging according to different age cohorts and also to find critical attributes of shipping packages for the consumers. The research demonstrated the real potential of personalisation. Because of this, it is possible to observe changes in consumer behaviour leading, among other things, to greater consumer satisfaction, a tendency to repeat purchases or a willingness to pay extra for personalised packaging.

Introduction ——— This article deals with transport packaging and its possible usage in marketing. At a time when a large part of purchase is moving online, it is necessary from the company's point of view to look for additional ways to improve the product offered. One of the possibilities may be to use marketing and communication knowledge to create personalised packaging. Modern technologies used in the production of corrugated cardboard packaging allow packaging to be personalised and tailored to customer requirements. Currently, personalisation of transport packaging is already taking place to a certain extent.
The authors (Khan, Waheed and Ahmad 2018) agree on the fact that packaging itself has an impact on consumer behaviour. Packaging also stimulates impulse buying behaviour. Interestingly, (Alhamdi 2020) find that many consumer purchasing decisions are made without signs of objectivity and rationality. This explains the very fact that customers attribute a certain quality to the product itself based on the packaging (Ambrose and Harris 2018; Sharma, Singh, Agariya and Johri 2012). A study conducted by Researchscape International and Evergage, Inc. states that 98% of marketers agree that some form of personalization helps develop customer relationships (Rowan 2020).

Literature review ——— The packaging is described by some authors as an integral part of the product (Dawes 2016; Rundh 2016; Farmer 2012). Packaging express the image of the product that is wrapped in it. The design of the packaging should therefore be tailored to evoke the right associations. From a psychological point of view, the packaging and the product form a unity. According to other authors, packaging is a promotional tool that helps to present the product and communicate the brand (Calder 2022). Within another element of the marketing mix, distribution, packaging has an irreplaceable function as a protection during the journey from the manufacturer to the final customer (Sharma, Singh, Agariya and Johri 2012). According to Ambrose and Harris (2018), packaging brings together all the physical characteristics of a product, its pricing strategy, and the way it is promoted and sold. These authors see packaging as a synthesis of all four elements of the marketing mix.
Packaging has three basic levels – primary, secondary and tertiary. Primary is the packaging in which the consumer brings the purchased product home and recycles it after consuming or using the product (Emblem and Emblem 2021). Primary packaging is in direct contact with the product. Secondary packaging brings multiple products together, serves to make them easier to carry and protects them from theft (Mahmoudi and Parviziomran 2020). Tertiary packaging is used to transport products and protect them from external influences (Emblem and Emblem 2021).
According to (Kotler, Keller and Chernev 2022), each package fulfills a number of purposes. These objectives include brand identification, conveying information to customers, product presentation, facilitating transport and product security including easy storage and facilitating product consumption. There are three basic functions of packaging – protection, handling and communication. Such protection can be of two types – protection against destruction, compression or temperatures and protection against environmental influences such as air, water or dust (Deliya and Parmar 2012). Rundh (2013) lists protection during product transportation as one of the basic, traditional functions of packaging. The environmental function deals with the materials from which packaging is made and focuses mainly on the reduction of these materials used, their recyclability and reusability (Wang 2014).
The environmental function is becoming increasingly important today. Even on the packaging itself, labels such as recyclable, sustainable, compostable or reusable are often found (Dayan and Kromidas 2011). García-Arca, Gonzalez-Portela Garrido and Prado (2017) also report a significant impact of packaging on the "green" image of the product. The concept of sustainability began to emerge in the 1980s, when people began to realize the importance of preserving the environment for future generations (Escursell, Llorach-Massana and Roncero 2020).
Rundh (2013) points out the increasing use of packaging as a means of product differentiation. Through packaging, company can also add value to its products. Therefore, packaging should not only be seen as part of a product strategy but as a creative marketing tool (Gryshchenko, Chubukova, Bilovodska, Gryshchenko and Melnyk 2020). Packaging can serve as a mediator that facilitates and enhances communication with the customer. In addition, packaging has other marketing functions, which include attracting attention, conveying product information or even building a company's brand or reputation (Rundh, 2013).
Thus, packaging has become an important part of modern marketing (Babu and Arunraj 2019). (Şener, Kınacı and Doğan 2015) identify packaging as one of the most important tools of modern marketing, especially in connection with the increasing emphasis on satisfying customer needs and wants, growing social welfare, and also in connection with the increased awareness of hygiene and health issues in society. The importance of packaging as a marketing tool is evidenced by the fact that it is even included by some authors as the fifth P in the 5P marketing mix (Kotler, Keller and Chernev 2022). Alhamdi (2020) talks about packaging as a marketing tool that has the ability to set consumer trends.
For the e-commerce industry, packaging, especially shipping packaging, has a significant function. As mentioned above, the primary function of shipping packaging is to protect the product. The main intention is for the consumer to receive the purchased product in an intact condition (Lekovic and Milicevic 2013). However, e-commerce packaging currently does not only protect the products being shipped. Businesses are also starting to use this packaging to convey the customer experience.
Lekovic, Milicevic (2013) also lists the following three aspects of packaging used in e-commerce. The product protection mentioned is the first very important aspect. The next aspect

is the presentation of the packaging providing perceived value to the customer. The third equally important aspect of shipping packaging for e-commerce are costs. This is often a limiting factor. Quality product packaging increase the costs, of course. When a company is deciding on a packaging solution for its products, it considers all three of these aspects of packaging and their importance to the company itself and to the end customer (Fang, Zhang and Huang 2014).

Methodology ——— The goal of the paper is to find out consumers' attitudes towards the marketing usage of shipping packaging. The sub-objective is to identify the attributes that are critical to consumers about shipping packaging. To fulfil the main goal of the paper, there are two elementary methods used – a laboratory experiment, accompanied by interviews. To better exploration of the problematics research questions were also established.
• How do consumers perceive shipping packaging?
• What attributes of shipping packaging are crucial for consumers?
• Can personalised shipping packaging influence consumer behaviour?

In the experiment, consumers will compare three different shipping packages. The experiment will test which form of personalization is more interesting to the respondents. The evaluation phase of the experiment will be conducted using semantic differentials. Respondents will rate the characteristics of each package on a pre-prepared five-point scale (5 highest rating, 1 lowest rating).
Respondents were segmented by population: Baby Boomers (born 1946-1964); Generation X (1965-1976); Generation Y Millennials (1977-1995) and Generation Z (1996-2015) (McCrindle, Wolfinger and Salt 2014). From each of these generational groups, a sample was selected with whom the experiment and subsequent guided interview was conducted. Current expert studies show that members of younger generations in particular tend to personalization much more than Generation X, who currently make the majority of purchases.
According to research, representatives of Generation Z are even willing to pay more money for personalised products (Deloitte LLP 2019). A full 45% of Generation Y respondents show a positive attitude towards personalisation, and of Generation Z, up to 53% view personalisation positively (Dočkal 2019). Another study revealed that up to 70% of Gen Z shoppers are willing to pay more than a tenth of the price for a personalised product (Deloitte LLP 2019). The results suggest that the potential for personalisation is particularly significant for future generations of shoppers.

Synthesis of the experiment – respondents' perception of package personalisation ——— In order to find out the respondents' attitudes towards the personalisation of packaging, an experiment was conducted with three specific shipping packages produced by THIMM pack'n'display, a Czech manufacturer of corrugated cardboard packaging.
The first packaging used in the experiment was a plain brown flap box without any print, closed with adhesive tape. The second bow was a product-personalised shipping container decorated with laser-cut motifs of dog paws and bones. In order to build the e-shop's brand, its logo is cut out on the packaging. The personalization is done at the product level. The box consists two parts – an inner part that houses the products and an outer printed cover. These two parts simply slide into each other, making it easy to open and close the packaging.
The third packaging used for the experiment, was the box for a start-up company producing hair care products. The packaging features eye-catching digital printing in an exotic motif and internal printing. The box is also equipped with a security closure that guarantees the integrity of the shipment. The third box is individually personalized towards the recipient of the shipment itself. There is a printed spot on the lid, where the e-shop's staff fills in the name of the recipient of the package.

Figure 1: Packaging examples for the research – different level of personalisation
Source: Svobodová (2021)

The respondents were first asked to look at all the boxes, touch it, try to open it and examine it. They were then asked to rank the three packages from most attractive to least attractive according to their subjective opinion. The packaging personalised towards consumer was particularly interesting due to its interesting colour printing. When looking at this box, respondents often had associations of exoticism, travel and foreign countries. The Baby Boomer respondent found the packaging most attractive, particularly liking the bold print and appreciating the additional company information on the inside of the box.
The box personalised towards product was particularly successful with male respondents, who consistently found it the most attractive. However, the youngest Generation Z also rated the product personalised packaging as the most interesting. The laser-cut motifs were the most appealing to consumers and were repeatedly described as imaginative, unusual and modern. When respondents first saw the packaging, they often thought of associations with animals, i.e. goods for farmers.
The plain brown box was consistently identified as the least attractive by all respondents. This packaging was perceived by the respondents as classic postal or shipping box, which does not attract or offend and is only used for the transport and protection of the goods. Two respondents highlighted the ease of recycling when they first saw the packaging. The following charts illustrate how each generation perceives each shipping package separately.

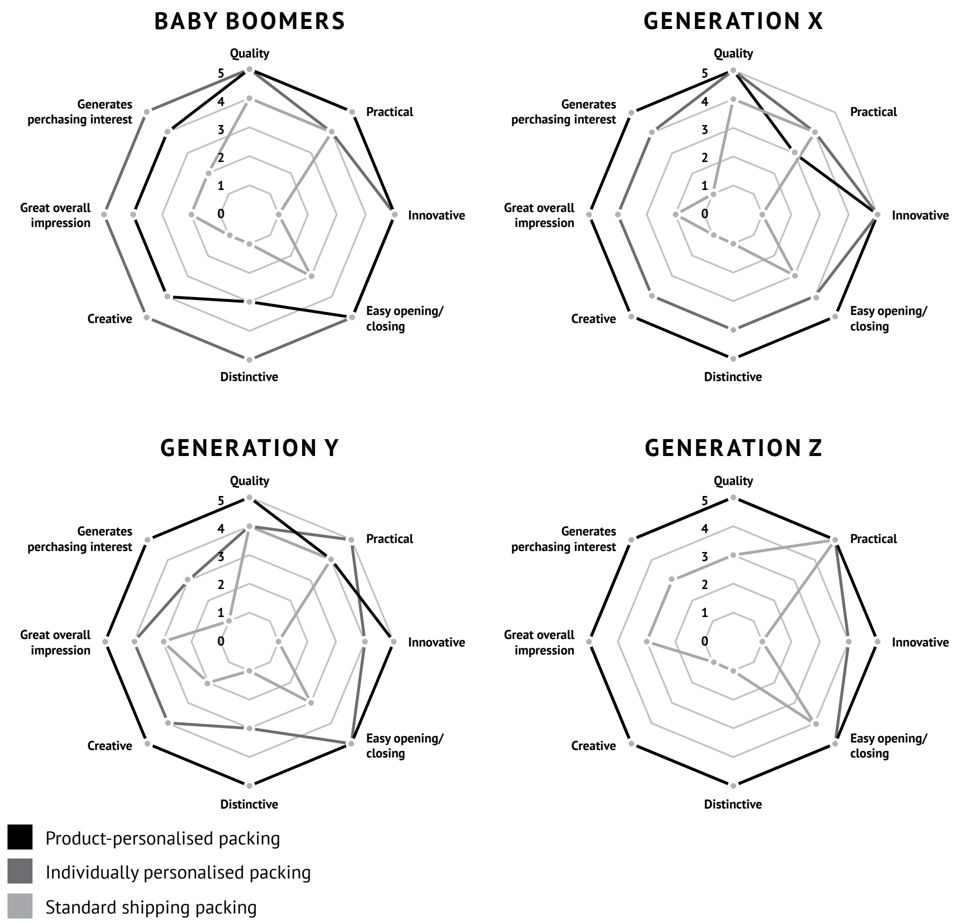

Figure 2: Evaluation of packaging types from a generational perspective
Source: Authors according to Svobodová (2021)

For the Baby Boomers respondent, the highest rated box was personalised towards consumer. Compared to the product-personalised box, this box made a better overall impression on the respondent, who described it as more creative and distinctive. The individually personalised packaging also showed the highest ability for this respondent to generate interest in purchasing from the e-shop. The following is an evaluation of Generation X. The most preferred packaging for this respondent was packaging containing product personalisation. This respondent rated this packaging highest in all aspects except practicality. Both of the remaining packages were rated as more practical. Both personalised packages were seen by the respondent as highly innovative and of high quality. The Millennial respondent, similar to the Generation X respondent, rated the product personalised the highest. The conventional clamshell box failed to generate purchase interest in this respondent. The representative of the youngest generation perceived personalised packaging as the same in almost all aspects. Hence, the respondent was attracted by both of these packages and ultimately chose the

personalised product because of its finely cut motifs, which was described as modern and innovative. All three packages are equally practical according to the respondent.
The full results of how respondents ranked packaging according to its attractiveness are shown in the table below. Overall, respondents were most attracted to the product's personalised packaging with laser-cut motifs of dog paws and bones.

Generation	1st	2nd	3rd
Baby Boomers	Package personalisation towards consumer	Package personalisation towards product	Standard shipping package
Generation X	Package personalisation towards product	Package personalisation towards consumer	Standard shipping package
Generation Y	Package personalisation towards product	Package personalisation towards consumer	Standard shipping package
Generation Z	Package personalisation towards product	Package personalisation towards consumer	Standard shipping package

Table 1: Overall rating of packaging types
Source: Authors according to Svobodová (2021)

Overall, the best rated was the product-personalised packaging, followed by the individually packaging with the recipient's name inscribed on it. Personalised boxes were perceived very positively by consumers in terms of creativity, expressiveness and innovation. Respondents saw all three packages as similarly practical. Although the personalised packaging was found to be of higher quality, the brown flap box did not lag far behind. This can be attributed to the fact that all three boxes were made of high quality corrugated cardboard to provide sufficient protection. One of the most important characteristics identified was the ability of the packaging to generate purchase interest. In this case, personalised boxes significantly outperformed plain box. This can be seen as an important indication that personalised packaging has an important impact on consumer behaviour.

Synthesis of interviews – respondents' perception of packaging features ——— The first thematic area of the interviews tested consumer perceptions towards shipping packaging. All respondents agreed that they perceive shipping packaging primarily as a transporting and protecting factor. However, some of the respondents themselves acknowledged that they could imagine a situation where a nice personalised packaging becomes part of the product and can increase its value. None of the respondents had yet received goods in shipping packaging that had been personalised in some way. However, from the first reactions and the evaluation of the experiment itself, it was clear that the personalised packaging had attracted consumers and made a positive impression.
This is also evidenced by the answers of all respondents when asked whether they would find it more interesting to receive the goods in a nice personalised packaging or whether they do not care. All respondents agreed that if they could choose, they would prefer to receive the goods in a nice package. In this context, a respondent from the millennial generation also mentioned that he would regret recycling such a box immediately after use and would try to find another

use for it. The Generation X consumer also acknowledged that personalised packaging is more interesting. But the main thing for them is still the fact that they will receive the goods in perfect condition. There was a consensus among all the respondents that the shipping packaging somehow represents the e-shop. Three respondents mentioned the fact that they perceived a nice personalised packaging as a nice bonus, as an added value to the shipment they ordered. One respondent mentioned that personalised packaging can be a possible way for an e-shop to gain more loyal customer. A similar consensus was observed for the statement that shipping packaging influences the image consumers have of an e-shop. Especially for more expensive goods and goods from well-known e-shops, consumers expect them to be packaged in boxes of sufficient quality.

All respondents consistently identified protection as the most important attribute of the shipping packaging. Furthermore, it was found that representatives of all ages do not take ecology lightly and therefore the materials used for the production of shipping packaging are important. Interestingly, the youngest Generation Z representative, who identified sustainability of the packaging material as the second most important attribute, also linked the attributes of added value and design with ecology. The respondent was very positive about the possibility of using the packaging for various other purposes, which to extend its life before recycling. According to this respondent, the design of the box is also related to the life extension. If the packaging has an interesting design, people like to reuse it. Consumers often talked about using boxes as containers for storing household items. Respondents also particularly highlighted the possibility of easy, quick and complete recycling of shipping packaging. A representative of the millennial generation admitted that if he could choose box made of more environmentally friendly material, he would even be willing to pay a certain amount extra.

Furthermore, respondents assessed the informative function of packaging. The most important information on the shipping packaging was the name and logo of the e-shop, which made it easy for respondents to know which parcel they were receiving and what it contained. For older generations, i.e. Baby Boomers and Generation X, the contact details of the e-shop on the packaging proved to be very important. On the other hand, for the two younger generations, this information on the shipping package is rather superfluous, as they can find the e-shop's contact details on the Internet. Interesting findings were noticed in the area of consumer behaviour. Respondents agreed that the quality of the goods purchased is the most important factor when making a first purchase on an e-shop. Thus, if the quality of the goods is verified, all consumers acknowledged that a nice and good quality shipping packaging could influence them in their purchase. Respondents, one from the Baby Boomer generation and the other from Generation Z, agreed that in a situation where the same goods were offered by two different e-shops, they would choose the online shop that delivered the goods in nice and eco-friendly packaging. In addition, all respondents acknowledged that nice and good quality packaging that pleases the consumer can persuade them to buy from the e-shop again and thus become regular customers.

Respondents were also asked whether they would be willing to pay more money for personalised shipping packaging, for example in postage and packing fees. The representative of the oldest generation admitted that the packaging method was not so important to her that she would be not willing to pay extra. Similarly, the respondent representing Generation X could not say whether they would pay extra for shipping packaging in any case. However, he admitted that he would at least consider this option. Respondents from younger generations Y and Z did not hesitate and responded that they would be willing to pay extra for personalised packaging. In addition, the Generation Y representative expressed the idea that if the shopping basket included the option to wrap the goods in plain packaging for free and nice packaging with a dedication for an extra charge, he would definitely pay extra for more interesting packaging.

Conclusion

The goal of the paper is to find out consumers' attitudes towards the marketing usage of shipping packaging. The qualitative research took the form of experiment evaluated using semantic differentials and interviews. Personalised shipping boxes were evaluated as innovative, attractive, distinctive and practical at the same time. It was found that those packages that are personalised in some way have a significantly greater ability to generate consumer purchase interest. The interviews revealed respondents' attitudes towards shipping packaging and most important packaging features. The results showed that consumers perceive shipping packaging mostly in a mean of transporting and protecting the product. The most important attributes of transport packaging were identified as protection and the material used in relation to sustainability. The last important conclusion that was obtained through interviews was that personalised shipping packaging shows an influence on consumption behaviour. In particular, sophisticated shipping packaging can be a reason for repetition of purchases. The research also showed that product personalisation is more interesting for the respondents. On the other hand, the individual form of personalisation did not appeal much to respondents. This could be a first indication that e-shops do not necessarily need to invest time and costs in introducing individual personalisation, as it is quite sufficient for consumers if the packaging is personalised towards the product. Consumers' attitudes towards personalisation of shipping packaging proved to be very positive. Respondents were willing to pay an extra fee for good quality and interesting packaging in some cases, or acknowledged its influence on repetitive purchases. These results are important not only for packaging solutions manufacturers, but also for sellers (e-shops) themselves.

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marketing, značka, zákazník, design, distribuce, obal, balení, personalizace, propagace

JEL klasifikácia / *JEL Classification* ——— M31, M37

Résumé ——— **Marketingový potenciál personalisovaných přepravních obalů**
Cílem článku je zhodnotit postoj spotřebitelů k marketingovému využití přepravních obalů. S rostoucím významem elektronického obchodování hledají maloobchodníci nové způsoby, jak zaujmout spotřebitele. Zatímco marketingový význam spotřebitelských obalů je již dlouho znám a popsán, je třeba prozkoumat také design a funkci obalů přepravních.
V rámci tohoto článku byl proveden kvalitativní výzkum (kombinace experimentu a řízeného rozhovoru) s cílem prozkoumat rozdíly v personalizaci přepravních obalů podle různých věkových kohort, a také najít kritické atributy přepravních obalů pro spotřebitele. Výzkum prokázal skutečný potenciál personalizace přepravních obalů. Díky tomu je možné pozorovat změny v chování spotřebitelů, které vedou mimo jiné k jejich větší spokojenosti, tendenci k opakovaným nákupům nebo ochotě připlatit si za personalizovaný obal.

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INFLUENCE OF CZECH CONSUMERS' EDUCATION LEVEL ON PREFERENCES FOR SUSTAINABLE RETAILERS AND PRODUCTS

Sustainability in retail is a much discussed topic these days. Sustainability consists of more than environmental attributes. Economic and social dimensions are crucial for developing a sustainable society. Researchers tend to focus on new phenomena in consumer behaviour. In particular, their tendency to demand sustainability. This paper aims to deepen the analysis of this topic, in particular, to identify the Czech „sustainable segment". Is the younger generation more interested in sustainability in retail? Is gender a significant variable? What about education level? This paper presents the results of a survey focused on the perception of sustainable retailers and sustainable products by Czech consumers. 997 usability questionnaires from a representative sample of respondents were interpreted using a frequency table and Crosstabs analysis. Environmental education and its concomitant increase in the level of competence are integral to the consumers' perception of sustainability. The dependence of certain aspects of consumers' behaviour/perception of sustainability on their education was further examined. Perception of sustainable retailers, association with sustainable product and recognition or purchase of sustainable products were monitored in relation to consumers' education levels. According to results from the compiled research, the level of education influences perceived attributes of sustainability. Younger people with higher education could be, based on the interpreted data, the „sustainable segment" of the retail market.

1 Introduction ——— Sustainability is one of the most widely discussed topics in contemporary business, including in the retail sector. Observance of the principles of sustainability on the part of retailers manifests primarily in behaving sustainably, ensuring a sustainable supply chain and offering sustainable products. Moreover, such adoption of sustainable activities is increasing across the retail management system whether it means in supply chains, strategic management decisions, everyday activities and behaviour of employees. But how do consumers react to retailers' efforts to be sustainable, and do they prefer sustainable products?

The authors have been interested in the sustainable behaviour of Czech consumers from many points of view for a long time (Jaderná and Ostin 2021; Jaderná and Volfová, 2020). Having conducted research and literature reviews, they deemed it necessary to investigate the influence of sociodemographic characteristics of consumers on their preferences and perception of sustainability. The younger generation is viewed as a green generation. They are determined to save the planet (Ottman 2017). Environmental education of young people is ongoing. Social media, the most frequently used communication channel for young people,

frequently feature appeals to environmental action. Another sociodemographic aspect – i.e. gender, is often cited as a factor in sustainable practices, too. In general, women tend to buy sustainable products because of these products' positive impact on health. Women are more emotional in their decision making by purchasing and accept sustainable marketing communication (Kapoor 2019). In addition to age and gender, one's education level is determinative. Researchers have observed considerable progress in the incorporation of sustainable development (SD) into the curricula of higher education institutions starting more than 10 years ago (Capdevila et al. 2002). Nowadays, environmental education in every level of education is evident. But the most effective conceptualisation is in higher education institutions where a tendency to improve competences and skills is prevalent. Engineering students confirm more sustainable competences (Segalàs et al. 2010), and competencies are a way of describing desired educational outcomes (Hager and Beckett 1995). The most important competence groups applicable to sustainability and beyond are systems-thinking, anticipatory, normative, strategic and interpersonal competences (Wiek et al. 2011) and since these competences are improved mostly in the higher education system, it is anticipated that one's level of education will make people more inclined to engage in sustainable behaviour.

Environmental education has been in effect for more than two decades at every level of education. It entails promoting environmental knowledge and enhancing environmentally friendly attitudes and values. However, more than environmental topics are at the core of sustainability. Grange (2017) pointed out the difference between environmental education and education for sustainability. Environmental education works only when it includes environmental topics. The education about sustainability tends to be an integrative concept of environmental education where the ecological dimension of environmental education is more strongly supplemented with social and economic dimensions. The three main pillars contributing to sustainability are the environmental, social and economic. Research has confirmed the presence of said attributes and their recognition by consumers.

This paper is focused on certain aspects of sustainable behaviour/perception of Czech consumers as part of their usual retail purchases. In order to answer questions pertinent to this topic, a survey was used. The results based on the 997 filled-in questionnaires were analysed using statistical processes to confirm the influence of age, gender, and education level on preferences and attitudes. First, the theoretical background of the topics sustainability, customer social responsibility (CSR), green products and green consumers was placed in context. All these topics are connected to sustainability because of their basic nature or on the basis of the triple bottom line (environmental, ecological and social pillar). Answers were interpreted by relative frequencies depending on both gender and age group. A major objective of this paper is to confirm a relationship between education and the perception of sustainable retailers and sustainable products, specifically perceived aspects of sustainability in retail, the first association with sustainable products or their recognition such as the willingness to buy sustainable products were examined.

2 Sustainability ——— Increasing consumption, greater food wastage (Hazuchova et al. 2020) and environmental devastation have all made sustainable development a key concern for today's generation. According to the European Union, sustainable development is defined as „meeting the needs of the present generation without compromising the ability of future generations to meet their own needs" (Verma 2019). Official sustainability legislation has also been introduced at international, regional and local levels: this includes the Kyoto Protocol or the United Nations Principles for Responsible Investment (Newell 2009). In recent years, the business sector had increasingly gotten on board, thus improving society's prospects of achieving sustainable development since, as the motor of the economy, companies are in a unique position to implement change (Bansal and Bogner 2002). Having said that, sustainability entails private companies not only pursuing profit from goods and services or economic value but actively mitigating the various social and environmental problems that might be caused by their actions (Hahn and Scheermesser 2006).

Many business areas have placed an emphasis on sustainability, a fact reflected in retailers who pursue the benefits of economic activity and the principles of sustainable development as a core value in practice (Ferraz et al. 2021). Since retail is the link between wholesalers and consumers, retail is in a unique position to protect the environment because it interacts with both of the other layers of the consumer economy (Wiese et al. 2015). In other words, for retailers to be successful, they must find a balance between stakeholder expectations and market demand. Retailer practice is located between subsequent and previous actions and forms a link between consumption, the environment and systemic rationalities (Maignan and Ferrell 2005).

Though the definition of this term is varied, there are some common elements that might be found in each given definition. Sustainability, at its core, involves meeting the needs of the current generation without threatening the needs of the future generations. It is the ability to exist without disruption (Magee et al. 2013). Yet no definition is as accepted as the aforementioned triple bottom line (TBL) model developed by (Elkington 2002). In the TBL model, Elkington defined three pillars for incorporating sustainability into the business environment. The model describes economic, environmental and social pillars, their close connection and many interdependencies. Sustainability gained prominence in every aspect of the business procedure. Most importantly, it has become a key to success in retail. Retailers now must incorporate elements of sustainability into every part of their business process. Of the TBL pillars, it is the economic one that they are especially dependent upon. Consequently, sustainability is becoming core to a company's mission, vision and strategy (Ferraz et al. 2021).

Since retailers are a link between customers and companies, there is huge potential on their side to protect as much of the environment as possible (Grant 2022). Sustainability represents hope for future generations. Sustainable retail processes might lead to defending our natural resources (Wiese et al. 2012). One of the key retail activities is to support sustainable green thinking among customers. Retailers have a big impact on a customer's purchasing decision (Arvidsson 2011). Furthermore, they have the power to change things by applying pressure on their suppliers, and this pressure is usually a demand for new sustainable business models together with promoting sustainable green purchase behaviour (Durieu 2003). Saving and defending the planet's resources is an issue in which a retailer might eventually benefit. Given the current generation's enthusiasm for environmental issues, there is an increase in demand for sustainable products and trends such as customer social responsibility (CSR). CSR, which is usually defined by a given company, is assuming an important role in strategies as it gives an opportunity to retailers to create a connection between economic and ethical values (Arvidsson 2011). One area where retailers use CSR initiatives to achieve such ends is evident with regards to brand images (Lu et al. 2020). Furthermore, the growing trend of online purchases support the increasing importance of CSR activities where CSR represents a competitive advantage in e-commerce in the Czech Republic. It supports the creation of sustainable corporate development through the use of ethical codes and a transparent corporate policy (Bartók 2018). An additional area where the impact of CSR is noticeable is in personal management where employees acknowledge CSR efforts, which in turn strengthens employee loyalty (Shen et al. 2020). Thus, CSR based on sustainable and ethical principles can become integral to a brand's image (Kumar and Christodoulopoulou 2014).

3 Green product for green consumers ——— Green consumer's evaluate three characteristics when purchasing a product: the price, quality and fact that the product or brand adheres to environmental principles (Pagán et al. 2019). Shared corporate responsibility for the environment can lead to the green product being purchased in the short term and adopting green behaviour as a lifestyle in the long term (He et al. 2021). In the early days of burgeoning environmental awareness, companies decided to offer green products at higher prices, motivated primarily by profit. However, many of these companies erred in the eyes of these ecological consumers because their practice and products were not as green as they said. In marketing theory, people make purchases not only based on quality, materials and brand but are willing to pay premium prices in exchange for a product with benefits regarding the social and natural environment. Unfortunately, situations arise where a company meets the minimum standards of eco-friendliness or pursues customers by stating they are green even though they are not. Their greenness is usually only a marketing strategy, and the products and activities continue to be based on unsustainable methods and consumption. This phenomenon is called green-washing, and it is usually caused by the lack of information on the customers' side (Polonsky and Rosenberger 2001).

A sustainable green product should have minimal environmental impact or, at least, significantly less of one than a traditional product. In reality, it is impossible to create a 100% pure green product because of the need of energy and necessity of waste during the production process of every product (Brydges 2021). Given this consideration, a product is ecological when its environmental performance during production, usage and disposal is improved and less harmful in comparison to other competitive products. Specifically, this means that green products are not dangerous to people and nature, do not harm animals and do not create waste (Polonsky 2011). The greenness of a product is considered in three aspects: constituent materials, energy use and pollution generated. In each sphere, the environmental impact is minimised or potentially reduced (Dangelico and Pontrandolfo 2010). Baker and Hart (2016) further developed the characterisation of a green product and split the defining criteria into two categories. The first concerned the social and ecological impacts of a product. In this category, the product must be able to be repaired without the need of purchasing a replacement. After that, the product must be reusable, recyclable and/or re-manufacturable. A second category includes attributes connected to processes. There has to be no significant harm to the environment during the whole life-cycle of the product development and its usage (Gmelin and Seuring 2014).

A green consumer is one who applies these green attitudes and adapts their shopping behaviour accordingly (Vieira et al. 2019). It can also be argued that green consumers exhibit a degree of social responsibility. Therefore, it stands to reason that consumers who place greater value on the ecology and protection of the environment automatically place greater emphasis on protecting natural resources (Shiel et al. 2019). The result of this behaviour is environmental friendliness. To assess environmental friendliness, the customer considers, for example, the following areas: protection of soil quality, pastures and forests, prevention of air pollution, care in the production and energy consumption, waste and hazardous substance management or animal protection (Moisander 2007). According to the marketing company Roper Starch Worldwide, consumers can be divided, with regards to environmental friendliness, into the following groups – truly green, partly green, occasionally green, unbelieving and impartial. (Ginsberg and Bloom 2004) offers an overlapping taxonomy of consumers also comprising five categories. The first category is True Blue Greens: their environmental awareness is high, and their purchase decision is affected by the ability to create a change in unsustainable consumption. They are disgusted by non-green products. The second category is Greenback Greens. In comparison to the previous category, they are not activists; however, they still prefer green products. The third category is Sprouts, who are aware of environmental issues. However, their decision is usually affected by the product's price. The fourth category, Grousers, do not see a possibility of making a change and sometimes are called non-believers. They think that their decision cannot make a significant change and, furthermore, are not concerned with environmental issues. The last category, Basic Browns, do not care about the environment at all. The aforementioned segmentation of green consumers is based on different sociodemographic variables apart from age. Researchers usually demonstrate causality between age or gender and sustainable consumer behaviour. However, education level is a very significant aspect (Kopnina 2012), too as evinced in the connection between education level and recycling behaviour (Jaderná et al. 2018). Extrapolating further, it would follow that education level is an equally important segment of consumer behaviour vis-à-vis recognition of sustainable principles.

The paper is focused on the specific research questions below:
Does education influence a number of sustainable aspects, considered by consumers in sustainable retail or sustainable products?
Does education influence recognition of sustainable products?
Does education influence a preference for buying sustainable products?

4 Methodology ——— Identification of the specifics of the „sustainability segment“ are based on the results of marketing research that was part of grant SGS/2019/01 Jaderná at the Department of Marketing and Management at SKODA AUTO University. The research chiefly addressed gaps in information that became apparent following the literature review and secondary data analysis. The major objective of the mentioned research is consumers' perception of sustainable retail companies and sustainable products in consumers' typical purchases.
The survey was organised in cooperation with researchers, students and the research company Behavio Labs in 2020 (May-September). A final questionnaire was distributed to the household panel on the Trendaro online platform. 997 questionnaires from Czech consumers were processed by Behavio Labs, and the sample is representative, and the data are reliable, valid and can be generalised for the Czech population.
Upon collection of the completed questionnaires, the responses were transferred to Microsoft Excel for transcoding into statistically measurable quantities. This file was then statistically evaluated in IBM SPSS Statistics. Data were analysed by frequency analysis and, to obtain more valid results, on the basis of Crosstabs analysis. Responses of both genders and people in different age groups were interpreted using relative frequencies. Statistical tests were provided to confirm dependence of selected aspects of sustainable behaviour/perception by Czech consumers on education level.
The paper is focused on the specific research questions below:
Does education influence a number of sustainable aspects, considered by consumers in sustainable retail or sustainable products?
Does education influence recognition of sustainable products?
Does education influence a preference for buying sustainable products?

Researchers were mostly interested in influence of education on the perception of certain sustainable aspects in retail. Therefore, Pearson's chi-squared 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 there exists a certain relationship between them. Adjusted residuals were interpreted. An adjusted residual that is more than 2 indicates that the number of cases in that cell is significantly larger. On the other hand, an adjusted residual that is less than -2.0 indicates that the number of cases in that cell is significantly smaller. After the statistical processes, the results were connected in the context of perception of sustainability by Czech consumers and satisfied the segment of green consumer.

5 Sustainability of retail products ——— The interpretation of results starts with the frequency tables, followed by the dependence on education level. The frequency tables show relative frequencies of answers on these questions:
1. What does mean sustainability in retail for you?
2. What is your first association with sustainable product?
3. Do you buy sustainable products?
4. How do you identify sustainable products?
Second, every aspect of sustainable behaviour has been assessed against the dependence on education level, using Pearson Chi-square test.

5.1 Sustainable retailer ——— Table 1 presents relative frequencies of answers, according to gender (men, women), and age categories. The difference in answers by both genders was not identified. Respondents in the age range of 18-34 are more interested in the aspect of eco production by retailers. Age is significant for need for eco-friendly suppliers. Younger generations tend to feel this aspect as crucial.

Sustainable retailer	men	women	18-24	25-34	35-44	45-54	55-54	65+
natural sources	36 %	36 %	37 %	44 %	41 %	32 %	26 %	28 %
eco suppliers	25 %	26 %	38 %	35 %	27 %	20 %	17 %	12 %
eco production	51 %	52 %	70 %	64 %	48 %	45 %	41 %	44 %
public efforts	16 %	18 %	26 %	18 %	19 %	15 %	10 %	17 %
sustainable behaviour employees	29 %	33 %	39 %	33 %	33 %	28 %	26 %	26 %
sustainable behaviour customers	34 %	42 %	54 %	45 %	39 %	37 %	25 %	30 %

Table 1: Perception of sustainable retailer by gender, age
Source: Authors

This part presents data interpreted by Pearson's chi-squared test. Table 2 shows the dependence of some perceived sustainable aspects on the education of respondents. Czech consumers with higher education perceive the sustainability of retailers in the sustainable behaviour of their employees (000), usage of natural sources (000), sustainable behaviour toward customers (0.012), ecological production (000) and ecological suppliers (0.002). Numbers in brackets indicate the p-value of the chi-squared test. These values are under the confidence interval (< 0.05). Only the value connected to public efforts by activities is 0.118. The dependence on education is not confirmed by this aspect.

Variable	Value	df	P-value
sustainable behaviour employees	28.522[a]	6	0.000
natural sources	30.438[a]	6	0.000
sustainable behaviour customers	16.443[a]	6	0.012
public efforts	10.153[a]	6	0.118
eco production	83.803[a]	6	0.000
eco suppliers	20.496[a]	6	0.002

Table 2: Pearson's chi-squared test – sustainability of retailers
Source: Authors

The analysis of adjusted residuals has shown the largest relationship for the aspect of ecological production (7.7), sustainable behaviour toward employees and usage of natural sources (both 4.3), ecological suppliers (2.7), sustainable behaviour toward customers (2.6). A value above 2.5 indicates an extremely close relationship, and there is a 95% probability the answer is not random. On the other hand, values for consumers with a low level of education show the opposite effect, most of all for ecological production (-7 by high school w/o graduation).

Sustainable retailer		basic	high school w/o grad.	high school with grad.	grammar school	follow-up with grad.	follow-up study	university
sustainable behaviour employees	count	9	108	93	38	4	9	121
	adjusted residual	-3.1	-2.3	-0.1	0.4	-1.3	0.1	4.3
natural sources	count	12	89	86	41	6	9	115
	adjusted residual	-1.9	-3.9	-0.3	1.6	-0.1	0.3	4.3
sustainable behaviour customers	count	13	77	85	29	7	6	91
	adjusted residual	-0.9	-3.4	1.5	0	0.9	-0.5	2.6
public efforts	count	12	41	42	18	3	4	53
	adjusted residual	1.2	-2.7	-0.1	0.5	0	0	2.1
eco production	count	22	116	125	57	7	10	177
	adjusted residual	-1.2	-7	-0.2	1.9	-0.9	-0.8	7.7
eco suppliers	count	12	65	59	32	7	2	78
	adjusted residual	-0.3	-2.8	-0.6	2	1.5	-1.9	2.7

Table 3: Education + sustainable retailer
Source: Authors

4.2 Sustainable product ——— Answers to a question about the first association of a sustainable product were of local origin, higher quality of products, products without negative impact on health, ecological products and products that supported human rights. Answers in connection with sociodemographic variables were interpreted. No significant differences in answers were confirmed. Only the decreasing trend to perceive sustainable product as eco-friendly as the respondent increased with age.

First association to sustainable product	men	women	18-24	25-34	35-44	45-54	55-54	65+
eco-friendly	45 %	43 %	46 %	55 %	48 %	36 %	38 %	36 %
human rights supported	5 %	5 %	8 %	4 %	6 %	6 %	4 %	5 %
high quality	7 %	5 %	6 %	5 %	4 %	6 %	8 %	11 %
local	9 %	7 %	8 %	6 %	10 %	7 %	6 %	7 %
healthy	22 %	28 %	26 %	22 %	22 %	32 %	25 %	23 %

Table 4: First association to sustainable products by gender, age
Source: Authors

Table 5 shows absolute and relative frequencies of answers. The most frequent answer was ecological friendliness (440 respondents, 44% from all respondents). Therefore, attention will be paid to this aspect. The connection between an ecological product and its dependence on education will be tested.

		absol. freq.	relat. freq.
sustainable product	local	76	
			8 %
	high quality	61	
			6 %
	healthy	251	
			25 %
	eco-friendly	440	
			44 %
	human rights supported	53	
			5 %

Table 5: Absolute/relative frequency – sustainable product
Source: Authors

Table 6 presents an adjusted residual of the most frequent association of a sustainable product – ecological friendliness of the products. An extremely large dependence is confirmed by the adjusted residual value 5.2. A value above 2.5 indicates an extremely large relationship between variables. On the other hand, adjusted residuals by customers with the lowest level of education report extremely negative values. Values above 2.5 confirm that the answer is not random in 95% of cases.

			basic	high school w/o grad.	high school with grad.	grammar school.	follow-up with grad.	follow-up study	university
sustainable product	local	count	5	31	19	6	0	1	13
		adjusted residual	0.6	1.7	0.2	-0.4	-1.2	-0.6	-1.5
	high quality	count	7	27	16	2	0	1	8
		adjusted residual	2.3	2	0.3	-1.7	-1.1	-0.4	-2.1
	healthy	count	9	86	68	19	6	5	58
		adjusted residual	-1.3	0.7	1.1	-1.2	1	-0.4	-0.5
	eco-friendly	count	12	115	103	47	9	12	142
		adjusted residual	-3	-3.9	-0.8	1.2	0.7	0.8	5.2
	human rights supported	count	7	16	7	11	0	1	11
		adjusted residual	2.7	-0.4	-2	2.9	-1	-0.2	-0.6

Table 6: Education + sustainable product
Source: Authors

5.3 Buying of sustainable product ——— The researchers were interested in the preferences of different genders and age groups with regards to purchasing sustainable products. More than 64% of men and women surveyed buy sustainable products at least sometimes. The tendency to search for these products is identifiable more buy younger generations.

The researchers were interested in the purchasing of a sustainable product and dependence on the level of education. Table 8 confirms dependence. P-value of the chi-squared test is in the confidence interval ($P \leqslant 0.05$).

Buying sustainable products	men	women	18-24	25-34	35-44	45-54	55-54	65+
Yes, I search for them.	10 %	12 %	14 %	13 %	11 %	11 %	7 %	8 %
Sometimes.	54 %	63 %	68 %	63 %	60 %	53 %	50 %	57 %
I do not care about it.	36 %	26 %	18 %	24 %	29 %	36 %	43 %	35 %

Table 7: Buying sustainable products by gender and age
Source: Authors

	Value	df	P-value
pearson chi-square	21.052[a]	12	0.05

Table 8: Pearson's chi-squared test – buying sustainable product
Source: Authors

Pearson's chi-squared test confirmed dependence of buying sustainable products on a level of education. But do consumers with a higher level of education buy sustainable products or not? The answer is not unambiguous. Table 9 shows adjusted residuals that indicate considerable dependence on the level of education because of the answer „sometimes". In addition, the adjusted residual due to the answer „no" is negative. It means that consumers with a high education level reject sustainable products less than consumers with a low education level. Adjusted residual of an answer „yes" does not confirm a preference for a sustainable product by highly educated consumers. But an extremely large positive value of the answer „sometimes", and large negative value of the answer „no" confirm dependence on the education level of consumers for buying a sustainable product.

			basic	high school w/o grad.	high school with grad.	grammar school.	follow-up with grad.	follow-up study	university
buying sustainable products	yes	count	4.0	37.0	31.0	10.0	3.0	2.0	21
		adjusted residual	-0.7	0.4	1.1	-0.1	0.9	-0.3	-1.2
	sometimes	count	24.0	173.0	142.0	61	11.0	11.0	160.0
		adjusted residual	-1.7	-2.3	-0.2	1.3	0.5	-1.0	2.8
	no	count	23.0	115.0	72.0	23.0	3.0	10.0	61.0
		adjusted residual	2.3	2.2	-0.5	-1.4	-1.2	1.3	-2.2

Table 9: Education + buying sustainable product
Source: Authors

5.4 Identification of sustainable products ——— More than 70% of respondents buy at least sometimes sustainable products. How do they recognise them? Table 10 shows relative frequencies by genders, and age groups. Certificates and packaging are important for younger generation more than older. Both genders prefer certificates, as an aspect of identification.

Identification of sustainable products	men	women	18-24	25-34	35-44	45-54	55-54	65+
certificate	51 %	59 %	69 %	67 %	51 %	55 %	45 %	43 %
packaging	38 %	42 %	62 %	53 %	35 %	35 %	23 %	35 %
ingredients	32 %	39 %	46 %	40 %	35 %	30 %	27 %	36 %
quality	16 %	18 %	21 %	21 %	16 %	16 %	12 %	16 %
marketing	8 %	7 %	9 %	9 %	8 %	8 %	4 %	5 %

Table 10: Identification of sustainable products by gender, age
Source: Authors

Pearson's chi-squared test was applied to confirm the influence of education level on the awareness of sustainable products and which aspects are or are not significant for highly educated consumers. Respondents could answer: 1. I know it from an advertisement; 2. They have a certificate; 3. According to quality; 4. From ingredients; 5. According to packaging. P--values indicate dependence of a certificate (000), ingredients (000) and packaging (000) on education level of respondents. These free aspects of recognising were analysed by adjusted residuals.

Pearson Chi-square test	Value	df	P-value
marketing	12.014[a]	6	0.062
certificate	102.502[a]	6	0.000
quality	4.104[a]	6	0.663
ingredients	28.044[a]	6	0.000
packaging	26.828[a]	6	0.000

Table 11: Pearson's chi-squared test – identification of sustainable product
Source: Authors

P-values in Table 12 indicate 3 important relationships between education and awareness of a sustainable product. Attention in Table 6 is paid to the following aspects – certificate, ingredients and packaging. Adjusted residuals of the certificate is 8.3; ingredients 3.8, and packaging 3.7 by consumers with a university level of education. Every value above 2.5 confirms extremely large dependence and is not perceived as random in 95% of cases for the whole Czech population.

			basic	high school w/o grad.	high school with grad.	grammar school.	follow-up with grad.	follow-up study	university
certificate	1	count	16.0	130.0	125.0	61.0	11.0	17.0	189.0
		adjusted residual	-3.5	-6.7	-1.5	2.0	0.8	1.8	8.3
ingredients	1	count	7.0	94.0	89.0	37.0	6.0	9.0	110.0
		adjusted residual	-3.3	-2.9	0.4	0.9	0.0	0.4	3.8
packaging	1	count	15.0	110.0	86.0	45	11	9.0	121.0
		adjusted residual	-1.6	-2.7	-1.7	1.7	2.1	-0.1	3.7

Table 12: Education + identification of sustainable product
Source: Authors

In conclusion, the influence of education level is significant in the context of sustainability in retail. Tests have indicated a large dependence on education level with regard to some sustainable aspects in retail as perceived by Czech consumers. For example, selected aspects of a sustainable retailer, sustainable products or a willingness to buy sustainable products and awareness of sustainable products. Highly educated consumers perceive more aspects of sustainability and buy sustainable products more often. Education is only one part of the sociodemographic data determining marketing segments. Sustainable retailers and producers of sustainable products primarily target green consumers. But their characteristics are very different (Ginsberg 2004; Tucker et al. 2012; Jaderná et al 2018). The difference is based on their age, gender or level of education. Results presented in this paper have confirmed a presumption that the level of education influences the perception of sustainability in retail. On the other hand, significant differences between gender in perception of examined sustainable aspects is not considerable. Age, however, was a factor as there was a correlation between younger generations and a greater tendency to be interested in sustainability. This result likely stems from the fact younger people are more interested in environmental aspects, are more environmentally educated and recognise the need to save the environment for the future much more than younger generations.

6 Managerial implications ——— Sustainability, and all aspects of sustainability (environmental, economic, social) are part of the marketing strategy of most retailers. They save energy sources, reduce waste, support local suppliers, increase employment, organise events for society in the region, etc. Sustainability reports, or communications of CSR should strengthen their brand and help to build positive corporate identity. But, as our research shows, a consumer's receptivity to such marketing largely depends on certain demographic factors.

Younger people, according to presented results, are more interested in sustainable aspects than older generations. Furthermore, education is key with highly educated people demonstrating a more amenable attitude toward sustainability in retail. They recognise more aspects of sustainability, buy more often sustainable products. Sustainable products for high educated people are connected to eco-friendliness, and they identify sustainable products mostly through certificates.

Therefore, it follows that, in general, younger people with high education tend to behave sustainably. Marketing communications of sustainability retail should focus on this segment to be efficient. Young people are educated for sustainability, and higher education provides them more competences in sustainable life-style. The younger generation with higher education can be the „sustainable segment". How can a marketer communicate to this segment?

The first association with sustainable product, is eco-friendliness. Marketing managers plan their marketing communication, especially content of a message, in the context of consumers' behaviour and perceived aspects. If ecological friendliness is the first association with sustainable product, it is necessary to reflect this information in planning phase of marketing communication. Answers to the question about most effectively identifiable aspect of sustainable products, help managers to be successful in marketing communications. Certification is very important for highly educated consumers. Thus, the ingredients used, are mostly observed by people with a high education. „Sustainable" packaging is significant for this segment, too. On the other hand, marketing stimuli or perceived quality are preferred by lower educated consumers such as an aspect of recognition of sustainable products. Marketing managers face a decision about which aspect to communicate most often or which marketing tools to use. Based on these results, certification, information about ingredients or proper packaging can help them to attract highly educated people.

7 Conclusion ——— The aim of the paper was to define a marketing segment based on responses to a questionnaire where the respondents sociodemographic background: age, gender and education were taken into account. The research showed that of these age and gender played a noticeable role, though the impact varied depending on the question. Interestingly, the breakdown of answers based on gender was stable and thus concluded to be irrelevant from a marketing perspective.

The trend observed with regards to age show a strong statistical relationship between the younger age categories and interest in sustainability. Put in other terms, and in the most general sense, as the age categories rose, the consideration of sustainability in purchases decreased. A lower age also correlated strongly with associations with sustainable whether it meant ecological production, a sustainable behaviour toward employees, usage of natural sources, relationships with ecological suppliers and the sustainable behaviour toward customers. In some response categories, the responses of the two youngest groups, which meant people 18 to 34 years of age, was over half, even close to a third, thus suggesting strong identification with sustainable consumer habits.

The focus on education level yielded equally important marketing data. The chi-square analysis indicated that for the questions, the category for university educated had an adjusted residual of at least 2. From this result, it can be concluded that a higher education tends to predispose an individual toward sustainable consumer behaviour. As stated earlier, given the nature of modern education, such an outcome is to be expected. Educated people are aware of environmental causes. Moreover, they often have an income that does not preclude green products from the shopping basket.

Based on a deep literature and journal review before starting the marketing research and on results mentioned above, the authors support marketing that communicates sustainability to the highly educated and young consumers as bearing the most fruit. It can truly be said that in the context of the Czech market, the young and educated are the „sustainability segment".

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Kľúčové slová / *Key Words* ——— corporate social responsibility, green consumer, green product, sustainability, triple bottom line
společenská udržitelnost, zelený spotřebitel, zelený produkt, udržitelnost, triple bottom line

JEL klasifikácia / *JEL Classification* ——— L62, M11, M31

Résumé ——— Vliv úrovně vzdělání českých spotřebitelů na jejich preference udržitelných retailerů a produktů
Udržitelnost v retailu je velmi diskutovaným tématem těchto dnů. Udržitelnost se stává z vice aspektů než environmentálních. Ekonomická a sociální dimenze je zásadní pro rozvoj udržitelné společnosti. Výzkumníci se zaměřují na nové fenomény ve spotřebním chování, konkrétně na jejich tendenci vyžadovat udržitelnost. Tento článek cílí na prohloubení analýzy tohoto tématu, konkrétně identifikovat český udržitelný segment. Je mladší generace více zainteresovaná do udržitelnosti v retailu? Je pohlaví rozhodující proměnnou? A jaký vliv má úroveň vzdělání? Tento článek prezentuje výsledky dotazníkového šetření zaměřeného na vnímání udržitelných retailer a udržitelných produktů českými spotřebiteli.
Bylo posbíráno 997 dotazníků, což je možné považovat za reprezentativní vzorek respondent. Data byla interpretována pomocí frekvenčních a kontingenčních tabulek. Environmentální vzdělávání a jeho stoupající tendence zvyšuje úroveň kompetencí v rámci vnímání udržitelnosti. Závislost určených aspektů vnímání udržitelnosti na jejich vzdělání byla dále zkoumána. Šlo především o vnímání udržitelných retailer, asociace spojené s udržitelným produktem a rozpoznání udržitelných produktů v souvislosti s úrovní vzdělání. Podle výsledků šetření, úroveň vzdělání ovlivňuje vnímané atributy udržitelnosti. Mladší lidé s vyšším vzděláním mohou být udržitelným segmentem retailového trhu.

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CONFIGURATOR AS A TOOL OF MARKETING COMMUNICATION AND ITS USE IN ACHIEVING EMISSIONS TARGETS

The article focuses on the issue of car emissions targets, the advent of electromobility in this context and the ability of cars to use the communication tool car configurator as an element for customer education and as an influential tool in their decision-making. The text presented briefly presents the issue of CO2 reduction to which the EU has committed itself in its Green Deal and Fit for 55 programs, focusing on the response of carmakers and their ambitions for a gradual transition from conventional to low or zero emission alternatives and barriers to meeting emissions targets. It presents the results of the survey on customer awareness of current parameters of electric cars and in parallel brings the results of examining the functionality, structure, and user friendliness of configurators of selected cars, including analysis of this communication tool to motivate customers to buy cars with emission-free or low-emission units in the B2C market.

Introduction ——— The ongoing climate change of recent decades is reflected in a growing number of adverse and often destructive hydrometeorological phenomena. This has prompted the world community, through the United Nations, to step up its efforts to genuinely protect the climate and achieve the goal of maximizing global warming in comparison to the pre-industrial revolution. The European Union, as part of the world's most advanced economic entities, is committed to leading by example and has adopted very ambitious plans in many areas of environmental protection. An integral part is the area of greenhouse gas emissions. Road transport has been defined as one of the major sources of emissions, so a gradual reduction strategy has been adopted in this area. One of the main components is the emission standards for road transport, which have set standards for car manufacturers in recent decades. The discussion on the current emission standard and the requirements for maximum portfolio emissions led the manufacturer to declare individual corporate goals to expand the production of cars with zero-emission or low-emission units at the expense of conventional internal combustion engines.
The Covid 19 pandemic has complicated these efforts in several ways. Supply-supply chains have been disrupted, mining of some minerals used in the automotive industry has been reduced, transport problems have arisen, especially maritime, and the production of essential car components has been reduced, with a dominant shortage in chips. Unfortunately, before the post-pandemic times were able to restore supply and demand chains and solve the above problems, a war broke out on the European continent, when the Russian Federation invaded the sovereign state in its neighbourhood Ukraine, which is an important link in the automotive chain.
Despite these negatives, the pandemic was the engine of the development of new communication platforms and the shift to a higher level of already established communication platforms.

Restrictions in the form of closing the store have multiplied the number of customers who have adopted the new way of selling. In the automotive sector, it is mainly a virtual car configurator not only to replace a car show visit, but also as a marketing communication tool that can motivate car buyers to behave in accordance with the carmaker's goals for a growing share of zero-emission and low-emission cars in the portfolio. and at the same time can be used as a tool of education.

EU action to reduce CO2 emissions ——— The Green Deal for Europe can be considered a key tool for the EU to promote its position as a world leader in reducing the environmental impact of human activities. The starting point is the transformation of a resource-efficient economy with the aim of achieving zero greenhouse gas emissions by 2050, with € 1.8 trillion in support (Europa.eu 2022).
Proposals to revise and update legislation and proposals for new measures in the Fit for 55 packages are elaborated in more detail. The intention is to create a framework for achieving climate goals under conditions of fair and socially balanced economic transformation, maintaining, and strengthening the innovation and competitiveness of industry, practicing a level playing field with non-EU countries, including developing countries and finally supporting EU leadership in climate protection policy (Europa.eu 2022).
Emission standards in transport are very ambitious, as the tightened CO2 emission standards are aimed at reducing them by zero at 2035, which is linked to the plan to not place passenger cars and vans with a conventional internal combustion engine on the market. Individual carmakers are motivated to structure the portfolio when they meet the given parameters on behalf of the Group (Proposal for a Regulation of the European Parliament and of the Council 2021). It follows from the above that carmakers must carefully consider which models to put on sale, respectively what types of aggregates will equip the cars with.
As a supporting tool, the Incentive mechanism for zero-and low-emission vehicles (ZLEV) is introduced, which is to motivate manufacturers to replace cars with conventional engines and low-emission or emission-free aggregates as much as possible. It is a super-credit system for passenger cars with emissions of less than 50 g CO2 / km. Conversely, if the Group's emission limit is exceeded, it will be penalized with a fine of EUR 95 for each g / km by which it exceeds the target and the fine will be tied to each newly registered car (Europa.eu 2022).

Commitment of automobile producers ——— Shortly after the publication of climate targets in the automotive sector, many automakers came up with a statement declaring the group's targets for the share of electric cars in the product portfolio. However, the obligations of carmakers will not be so easy to meet. An example is the head of the VW Group, Herbert Diess, who stated that for a 50% share of electric cars, he would need six giga factories to produce batteries (Smutný 2022). Nevertheless, the group is doing well in electromobility and thus holds the lead in the sale of electric cars (Hybrid.cz 2022). Mercedes intends to accelerate the introduction of electric cars and is postponing the launch of selected models to 2024 and 2025 a year earlier. Volvo also wants to move to full mobility by the end of 2030 (ČTK 2022). In addition to the VW Group, other world carmakers are announcing their ambitious plans. Toyota has committed to moving completely clean Europe in Europe since 2035 and intends to invest CZK 800 billion in this transformation. The development of a hydrogen aggregate is also a part of it. Tesla, Hummer, Ford, and Rivian (Kinkor 2021) compete in this area on the American continent.
Undoubtedly, one of the problematic aspects of the emission targets in the automotive sector is the coverage of a sufficiently dense network of charging stations. Erik-Mark Huitema, CEO of the European Automobile Manufacturers Association, declares that of today's 200,000 charging

stations located in Europe, a network with a capacity of 1 million public charging stations would need to be completed by 2024 and another 3 million by 2029 to saturate the needs of the owners of the planned number of electric cars in transport (Baroch 2022).
According to the renowned think-tank Influence Map, most automotive concerns will have major problems meeting their emissions targets by the first turning point of 2030. A total of 11 of the carmakers assessed according to research have built production programs that are not fully in line with the targets. An exception is the carmaker Tesla, which, however, does not solve this problem, as it does not produce cars with internal combustion engines (Čermák 2022).

Configurator as a marketing communication tool ——— Within the presented research, it was found that the configurator is the so-called first choice for more than a third of customers immediately after the start of the purchase process, i.e., when the customer identifies the problem, here the need to buy a new car, in the information search phase (Jakubíková 2013).
Product customization is one of the most important factors by which a company, resp. The car manufacturer can differentiate itself from its competitors and at the same time gives customers the opportunity to adapt the demanded product to the most preferred requirements and needs. In contrast to the limits of the standard offer of mass-produced production, because it can affect a larger number of potential customers (Štědroň et al. 2018). Sousa and Da Silvera (2019) within the mass customization strategy define the classification framework, namely Design, Production, Assembly, Additional custom work, Additional service, Packaging, and distribution and finally Applicability. The car configurator thus represents a platform for the above. Most automakers today provide configurators, on two basic levels. Firstly, a configurator designed for car showrooms, and secondly, a configurator available directly from the manufacturer's website. It is a typical software tool for bulk customization. Based on the interactive application form, it enables customization of the intended car model based on gradually selected requirements according to the customer's preference, with the possibility of arbitrarily changing and adjusting the car parameters within the entire configuration process. The result is a clearly defined product by the customer (Leclerq, Cordy, Dumas and Heymans 2018). The basic element of configurators is product modelling based on integrated descriptions of a wide range of individual product components, which are assembled into the final product after each operation using predefined sets of modules (Blecker and Friedrich 2005; Blecker et al. 2005).
The importance of this tool has grown dynamically, mainly due to the restrictions resulting from the corona crisis in 2020 and 2021. After closing the deals, the configurator became a crucial communication tool for customers. This fact also led to the modification of the used SW and their moving to a higher level, including the implementation of advanced 3D graphics to display the required car models as reliably as possible, as these attributes clearly lead to the perception of the overall configurator level (Lafont et al. 2020).
The pandemic period brings a whole new level, namely a virtual showroom, where you can view cars, use videos and audio files that provide product information. Despite the return to normal sales after the end of pandemic restrictions, this trend cannot be stopped, and carmakers admit that they will continue to work with and develop this new sales and communication tool (Keményova 2021; Palochko 2020).

Methodology ——— The first set of data is based on an extensive survey within a grant project focused more comprehensively on the issue of emission targets and electromobility.
To obtain data, the method of questioning in the form of a questionnaire survey carried out by a renowned research agency in the course of 2021 was chosen, while a representative sample of 400 respondents was contacted. For the purpose of this paper, the part of the survey focused on finding out the level of awareness regarding the properties and characteristics of cars with electric or hybrid drive, as well as to find out to what extent misconceptions about electromobility are rooted in the population. The survey used classification criteria, namely age, gender, education, income level and the size of the municipality where the respondents live. The aim of the presented part of the research was to identify other barriers besides the price preventing more drastic expansion of low-emission and zero-emission cars within the natural change of vehicle fleet, to find out whether and in what form inaccurate or misleading ideas about electromobility are widespread in public space.
The second set of data is based on the examination and subsequent analysis of automotive configurators of selected carmakers to determine whether carmakers use this marketing communication tool to educate customers in electromobility and hybrid vehicles, whether they motivate customers to buy zero-emission and low-emission vehicles and finally, whether they are making full use of the potential of this communication tool. For this purpose, a total of 6 configurators were examined in the first research survey and 4 configurators in the second survey. This part of the data collection involved master's degree students who were part of the grant project, and the partial results were presented in their final theses (Master thesis). The aim of this part of the survey was to find out whether or how carmakers use the configurator communication tool to educate and motivate customers to buy low-emission and zero-emission cars in meeting emission targets and to find out what customers lack in the functionality of configurators.

Results ——— First, data are presented concerning the respondents' attitudes to the issue of CO_2 emissions generated by road transport, then attention is focused on awareness of the characteristics of electric cars and hybrid vehicles, including inaccurate or misleading information. Furthermore, the results of two surveys focused on automotive configurators from the perspective of their user friendliness, the use of educational and motivational functions in connection with electromobility are presented.
About 65% of respondents agree with the statement that road transport is a significant source of CO_2 emissions, while 32% are not convinced of this. There was a difference between the attitudes of men and women, with women agreeing with the statement in 72% of cases and men in only 58%. A similar difference in the view of the issue can be observed with the growing level of education, where 70% of universities agree compared to 59% of secondary schools. Another difference was identified within the age groups, when the group of respondents aged 18 to 25 identifies most with this premise. With the increasing age of the respondents, the belief in the truth of the statement decreases.
A total of 65% of respondents agree with the need to reduce CO_2 emissions from road transport due to climate change. On the contrary, 29% of respondents do not perceive this need. There is no significant difference in the answers between men and women, men agree in 64% and women in 66%. The different attitude is mainly due to age and level of education. University educators consider reducing emissions to be a necessity in 70% of cases. In terms of age groups, the need to reduce emissions is most perceived by the 45-54 age group, in 70% of cases.
55% of respondents agree that the production of batteries has a greater negative impact on the environment than CO_2 emissions, while 34% of respondents do not share this statement. There is a more significant difference between women and men in this question. 65% of men agree with the statement, while only half of women agree. It is similar when distinguishing answers according to the level of education. Less than half of the university educated agree with the statement compared to respondents without a high school diploma, of which 60% agree with

the statement.
83% of respondents agree with the idea that the operation of electric cars and hybrid vehicles is quieter and thus has a lower negative impact on the environment in terms of noise compared to cars with a conventional engine, thus placing the question among the least differentiated.
The same is true of the claim that driving an electric car is comparable to a conventional car equipped with an automatic transmission. That is almost three quarters of the positive answers.
The question concerning the charging time of the electric car or hybrid car was intended to reveal the respondents' awareness of fast charging. The results show that 59% of respondents agree that charging cannot take place in less than 30 minutes. In contrast, 31% disagreed with the statement and 10% could not answer. In the case of men and women, there is almost no difference in the view of charging speed, otherwise it is the case for individual age groups. Only 48% of respondents favour this statement in the 18-25 age group. With increasing age, the proportion of those who agree up to 73% in the age group 65+ increases. Similar, but not so significant is the different view according to the level of education, where university-educated respondents agree with the statement to a lesser extent than people with basic education and training.
A very similar attitude can be observed in another claim that no electric car is able to travel more than 200 km on a single charge. On the contrary, a total of 58% of respondents agree that 34% consider the statement to be untrue. There is a more significant difference between the youngest and oldest age cohort. Only 43% of respondents 18 to 25 agree, compared to 62% of positive answers in the case of respondents 65+.
In the case of electric cars or hybrid cars, 60% of respondents are convinced of lower total operating costs, while 34% do not think so. Here, the answers do not differ in principle either for men or women or in different age cohorts. No difference in answers was found between the individual levels of education of the respondents.
More than half of respondents (52%) believe that electric cars and hybrid cars generally have a lower top speed than conventional cars.
The table below shows an overview of technical and technological elements that are important for respondents to decide on the purchase of an electric car or hybrid car.

Parameter	Preference
Possibility to recharge at the place of residence without own garage	64 %
Range increase	18 %
Charging increase	13 %
Maximal speed increase	5 %

Table 1: Preferences of technical-technological parameters
Source: Author

The table shows that the most popular element is the development of such a charging technology that would allow charging the car in the place of residence without the need to own a garage, i.e., the ability to charge from the socket even in the case of motorists living in apartment buildings. With a significant distance, the development of technologies enabling an increase in range, resp. shorten battery charging time. Enabling a higher top speed is marginal in this perspective.
A summary of the most important problems on the one hand and benefits on the other is presented in the form of TOP 10, resp. TOP 8 in the following tables.

Major problem or disadvantage	Agreement
Higher purchase price	91 %
Insufficient coverage by charging stations	86 %
Battery replacement costs	78 %
Charging time	78 %
Range per charge	78 %
Ecological burden in battery production	68 %
Ecological burden when disposing of the battery	68 %
Concerns about rising electricity prices	62 %
Battery self-ignition fear	61 %
Ecological burden in the production of the car as a whole	59 %

Table 2: TOP 10 problems and disadvantages of electromobility
Source: Author

The most significant barrier for consumers can clearly be the higher purchase price compared to a similarly powerful car with a conventional drive and insufficient coverage by charging stations. This is followed by comparable concerns about the high cost of replacing the battery, charging time and travel time after charging. Furthermore, consumers perceive the impact of battery production and disposal on the environment as a problem, and finally, more than half of the respondents perceive the possible spontaneous combustion of batteries as a risk.

Major benefit or advantage	Agreement
Possibility of free parking in selected localities	88 %
Recharging at home without a garage (if technically solved)	86 %
Tax benefit	84 %
Environmentally friendly thanks zero/low CO2 emission	83 %
Possible state subsidy for the purchase	83 %
Exemption from payment for a motorway toll	83 %
Resistance to fuel price movements	80 %
Higher level of security features	66 %

Table 3: TOP 8 benefits of electromobility
Source: Author

The benefits that are undoubtedly part of the customer's motivation to buy an electric car are mostly balanced in terms of the perception of significance, with the first seven perceiving their significance by over 80% of respondents. However, regarding the benefit in the form of the possibility of recharging from the so-called socket, it should be noted that this is a potential benefit, as is the case with a state subsidy when purchasing an electric car. At present, this topic is not the subject of political debate in the Czech Republic. However, it is clear from the degree of significance that an appropriate form of support for electromobility, following the example of selected EU countries, would likely have an impact on purchasing decisions.

These data generate areas that need to be addressed when communicating with the customer and his education by car manufacturers to dispel unfounded customer concerns, better communicate technical parameters and motivate customers to prefer zero-emission and low-emission cars in line with their own emissions targets. These are the areas:

• Charging technology
• Range
• Self-igniting batteries
• Battery life

Although the issue of the density of the network of charging stations is not the responsibility of car manufacturers, attempts have already been made for a strategic partnership between the carmaker and the electricity distributor in offering a bonus for the customer in the form of building a charging station. However, this form is predominantly applicable to homeowners. Solutions must be sought for apartment buildings.

The situation is similar in the case of a subsidy for the purchase of an electric car. Carmakers have a limited number of price advantage tools. Ensuring accessibility for a wider range of customers cannot be achieved without the inherence of the state.

The following text presents the data obtained by analysing the configurators of selected carmakers to evaluate how the educational and influencing / motivational functions of the configurator are used, whether they include the areas of interest presented above and whether carmakers use this tool effectively from the perspective of meeting emission targets.

The first survey was conducted on a sample of 76 respondents. For the purpose of representativeness, a deliberate selection was chosen (representation of men and women, car owners and non-car owners, equal representation according to age cohorts, persons with experience with the configurator and persons without previous experience). The survey took the form of inquiries in combination with previous testing of configurators. Each respondent first tested the given part of the configurator according to predetermined instructions and criteria, recorded the result and then entered it into the answer. The configurators were evaluated from four perspectives, namely design and graphic level, selection systems, clarity of the display and overall user friendliness.

The design of the configurator, graphic level and 3D display were evaluated based on general rules of graphics, work with colours and fonts and the degree of approximation to the reality of the displayed parts, including 3D models and visualization solutions. The selection systems in the individual categories were evaluated according to the number of steps that need to be taken to achieve a defined configuration, including the assessment of logical continuity. Transparency was evaluated according to the time required for orientation and according to the content. Finally, the overall user friendliness was evaluated according to ease of orientation, logical sequence, ease of use and degree of intuition. The subject of the research were configurators of six car brands, namely Škoda, Peugeot, Hyundai, Ford, VW, Fiat.

Areas of evaluation:

• Overall design and level of graphic design
• Level of 3D model rendering
• Model selection system
• Basic equipment selection system
• Colour selection system
• Optional equipment selection system

• Clarity of AEV configuration, including educational component
• Clear configuration summary
• Clarity of offered financial services and possibilities of financing the purchase of a car
• Overall user friendliness of the configurator

The data obtained were arranged by ranking, with the best ranking being rated 1 and the worst being rated 6 in each rated category. The table below shows the final ranking based on the sum

Ranking	Car brand	Score
1	VW	28
2	Škoda	31
3	Hyundai	35
4	Fiat	36
5	Ford	37
6	Peugeot	43

of the placements in each category.

Table 4: Ranking of configurators
Source: Author according to France (2021)

The results show that the distance between the first and second, respectively. the second and third placements are comparable. The difference between the third and fourth, respectively. the fourth and fifth, respectively, is a minimum of 1 point. A higher distance can then be observed between the fifth and last configurator in the order of evaluation.

Regarding the focus of the text on electromobility, the following table shows the evaluation in the category of electromobility.

Ranking	Car brand
1	Fiat
2	VW
3	Ford
4	Škoda
5	Peugeot
6	Hyundai

Table 5: Clarity of AEV configuration, including educational component
Source: Author according to France (2021)

The overview shows that the best solution for the functionality of configurators in the field of electric cars is provided by Fiat, which emphasizes the Fiat 500 model in particular. Hyundai came in last, which can be considered surprising given the wide range of electric cars of this brand. However, especially in the field of education, the researched configurators have untapped potential.

The second research of automotive configurators is based on a combination of focus group methods to define the key evaluation criteria for the configuration of emission-free, resp.

low-emission vehicle and determining their weights. The output is the definition of evaluation criteria, which are used to evaluate the examined configurators. The criteria are divided into two groups:
• Criteria evaluation form – access to the configurator from the carmaker's website, the possibility of filtering models on the home page, the logic of the sequence of configuration steps, the support of the configurator in mobile devices
• Content evaluation criteria – presentation of basic technical data, offer of accessories for electric cars, level of education
In connection with electromobility, the focus group also resulted in the most important items for the selection of electro mobiles
• Range of the electric car in different weather and temperature conditions
• Car power and battery capacity
• Charging type and speed
• Additional equipment in the form of a portable charger, wall charger and battery energy storage
A significant partial output is the requirement for a higher level of education in the field of electromobility, but in such a form that there is no information overload.
Configurators of Škoda, VW, Hyundai and Peugeot cars were chosen for the evaluation. The order according to the weighted point evaluation of education in the field of clean mobility, the display of key technical data and the offer of accessories in the field of clean mobility are shown in the table below.

Car brand	Education	Accessories	Technical data
VW	40	36	80
Hyundai	24	36	48
Škoda	32	45	64
Peugeot	40	45	64

Table 6: Evaluating the configurator in clean mobility
Source: Author according to Kozel (2021)

The VW brand is the best from this perspective, followed by Peugeot, the third is the Škoda brand and the last is the Hyundai brand. When comparing the results using the weighted values with the results obtained without assigning the weights found in the first survey, a difference in the swapping of the second and third placements can be identified. The VW brand is the best in both cases, while the Hyundai brand gets the lowest rating in both surveys.
The results of both surveys are in principle in agreement regarding the identified shortcomings in the specification of technical parameters, especially the range in different conditions, the range of accessories and finally in the field of customer education.

Conclusion ——— Achieving the set climate goals and fulfilling the role of a world leader in this area is not conceivable without fulfilling one of the partial, but essential areas, namely in reducing emissions. Although road transport is not the only polluter, it has a significant share in total CO_2 production. Aware of this, the EU's long-standing effort to use emission standards is to motivate carmakers to make the greatest possible development and innovation efforts to produce advanced aggregates with ever-decreasing emissions, but while maintaining performance so as not to reduce utility value. customers. As part of the adoption of the Green Deal and the Fit for 55 documents, it is no longer enough to develop better combustion systems for conventional engines, but that a massive introduction of zero-emission cars or low-emission so-called hybrids is necessary. How carmakers are doing, whether they are making full use of the potential of configurators, etc. There are some obstacles associated with electromobility that carmakers themselves cannot overcome, and greater involvement of individual states will be necessary. This applies to a sufficient density of charging points. Most carmakers have set relatively ambitious goals for the gradual replacement of conventional cars, especially electric cars. At the same time, however, it is necessary to work with customers, preparing them for a massive transition to electromobility. Related to this is the use of appropriate communication tools to educate customers, to dispel their concerns and to eliminate as much as possible inaccurate and misleading information about electromobility. Undoubtedly, one of the most dynamically developing tools that is very suitable for this purpose is the automotive configurator. The results of the surveys show that customers are worried about electromobility, they are bothered by the lack of stated technical specifications, insufficient diversity of additional accessories. The potential of configurators in the field of education, which has not yet been fully utilized, has been identified. In conclusion, it can be stated that in the implementation of changes in the car portfolio consisting in the assumption of a massive onset of electromobility, it will be necessary for the automotive configurator to use all possible advanced functionalities to support customer motivation to buy and educate.

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Kľúčové slová / *Key Words* ——— automobile configurator, emission targets, electromobility
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JEL klasifikácia / *JEL Classification* ——— M11, M19, M31

Résumé ——— Konfigurátor jako nástroj marketingové komunikace a jeho využití při dosahování emisních cílů
Článek je zaměřen na problematiku emisních cílů automobilek, nástup elektromobility v této souvislosti a schopnosti automobilek využívat komunikační nástroj konfigurátor vozů jako prvek pro edukaci zákazníků a jako vlivový nástroj při jejich rozhodování. Předložený text stručně představuje problematiku snižování CO2, ke kterému se zavázala EU ve svém programu Green Deal a Fit for 55, soustředí se na reakci automobilek a jejich ambice postupného přechodu od konvenčních motorů k nízkoemisní či bezemisní alternativě a bariéry při plnění emisních cílů. Představuje výsledky šetření týkající se obeznámenosti zákazníků o soudobých parametrech elektromobilů a paralelně s tím přináší výsledky zkoumání funkcionalit, struktury a uživatelské přívětivosti konfigurátorů vybraných automobilek včetně analýzy využívání tohoto komunikačního nástroje při motivaci zákazníků k nákupu vozů s bezemisními či nízkoemisními agregáty na B2C trhu.

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HOW DOOMSCROLLING HABITS MIGHT BE USED FOR EFFECTIVE MARKETING COMMUNICATIONS IN METAVERSE

Advances in data journalism, instant messaging and social media gradually resuming the role of the key information source for lot of public (on expense of conventional media) have been the prerequisites for the rise of doomscrolling. Several traditional media providers followed key pandemic indicators through daily dashboards and continuous online reporting. Daily dose of Covid-19 news was replaced by war dashboards, constantly displaying figures about the war atrocities in Ukraine.
Doomscrolling is a label for compulsive consumption of bad news, that are saddening, disheartening and frustrating. Since measures on social distancing were introduced in 2020, many people found themselves lost and detached from physical reality. Many resorted to virtual spaces to find their second selves, some established their second life in metaverse. Procrastination while endlessly surfing and scrolling through depressing news seemed initially relieving as we learned that things had been worse elsewhere. However, many people found themselves unable to stop chasing bad news or at least detach themselves a little. Some were giving up sleep, others started feeling the toll on their mental or physical health. Increased levels of stress leading to anxiety or even panic followed.
For marketers, doomscrolling presents both a threat and an opportunity. There is a threat that a particular media campaign will collide with the themes discussed over the media at that moment. There is a threat that our products or services will appear inappropriate or will be displayed alongside overly contrasting newsfeeds. Marketing communications professionals must adapt quickly and adjust messages and media plans accordingly, reduce collateral damage, modify campaigns substantially, postpone or withdraw them altogether. Marketing messages distributed over social media primarily cannot escape the world of sad news, but recipients may be given a hope to do better in the future. Supporting individual courage and building social resilience, providing utility through aspiration, offering, organizing or teaching about help, presenting positive stories are just a few possible content reactions. As most doomscrolling is believed to an early morning routine for many, companies shall be releasing their messages early in the day to disrupt the influx of bad news and punch a hole in the wall of grim realities. Providing genuine rather than overly photoshopped or stock visual content could be another avenue to shine among stylized advertising and tragic reality posts.
Companies may intentionally leverage positive social media presence by offering content on other platforms or starting a totally new platform related to the doom cause. A dedicated blog, microsite, or series of short videos could do the job. Charitable, socially responsible, and other community activities come naturally to play. Doomscrolling apparently motivates

people to give. Hence, launching a line of products or a brand, where proceeds go partially to address the causes, could be another solution.

Marketers are not here to present the world as is. We sell desires and aspirations for a better world. Lets assume that most human beings affected by doomscrolling are not satisfied with their compulsive disorder. As marketers may offer a way out of the darkness, metaverse marketing is the likely solutions. Just as customers are escaping reality by living lives of their virtual avatars in the metaverse, companies are gradually required to be part of the immersive virtual experience. Understanding metaverse on platforms such as Roblox, Fortnite or Earth2 goes beyond conventional product placement in gaming environments. Companies may be offering meaningful virtual alternatives to products, lines of collectibles, socially responsible items, or even building up dedicated metaverse places.

Whether the future is bleak or bright, whether online consumers continue suffering from doomscrolling or find their positive alter egos in metaverse, products, services and brands will remain the anchors of value, utility, and safety.

Résumé ——— Jak efektivně využít dooomscrolling pro marketingovou komunikaci v metaversu

Příliv neradostných zpráv započatý pravidelnou dávkou čísel nakažených, hospitalizovaných a zemřelých v době covidu pokračuje v současnosti denním přídělem tragických válečných novinek. Pro mnoho lidí se ranní konzumace děsivých novinek stala obsesí, pro kterou se vžil výraz doomscrolling. Útěkem z chmurné reality všedního dne mohou být pozitivní zprávy, humor či podpora snahy individuálně pomoci, které dokáže podpořit i vhodně zvolená marketingová komunikace prezentující relevantní nabídku služeb a zboží nabízejících pocit bezpečí, hodnoty a užitečnosti v nejisté době a prezentujících aspirace po lepším životě. Pro spotřebitele takovou útěchu nabízí druhý život ve virtuálním světě – metaversu, kde je možno efektivně a profitabilně ustavit virtuální život pro produkty a značky.

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KONFERENCIA COINTT 2022

Vedecký časopis Marketing Science & Inspirations ako mediálny partner podporuje konferenciu Cooperation Innovation Technology Transfer – COINTT 2022, ktorej organizátorom je Centrum transferu technológií pri Centre vedecko-technických informácií SR. Konferencia sa bude konať fyzicky 18. – 19. októbra 2022 v Bratislave v priestoroch hotela Saffron. COINTT je odborná konferencia s medzinárodnou účasťou o transfere technológií, duševnom vlastníctve a podpore podnikania. Za jej vznikom je myšlienka stretávania sa akademického a podnikateľského sektora a ich prepájania. Konferencia je venovaná témam:

- podnikanie a spolupráca verejnej sféry s komerčnou sférou (Stage CO – COOPERATION)
- inovácie (Stage IN – INNOVATION)
- transfer technológií a ochrana duševného vlastníctva (Stage TT – TECHNOLOGY TRANSFER).

Hlavnou témou tohto ročníka konferencie COINTT je „Zjednodušenie kontaktu medzi akademickou a podnikateľskou sférou pri transfere technológií". Želmíra Gerová z Centra vedecko-technických informácií upresňuje programové zameranie konferencie nasledovne: „V jednotlivých programových vstupoch budeme hľadať odpovede na otázky: V čom je open access a easy access prínosom pre komerčné využitie duševného vlastníctva? Ako možno zjednodušiť transfer technológií na slovenských vedeckovýskumných pracoviskách? Aké metódy kontaktovania a spolupráce s komerčnou sférou tieto pracoviská využívajú? Ako zatraktívniť ich činnosť pre súkromný sektor? Akú úlohu má zohrať Centrum transferu technológií pri CVTI SR, ako celonárodné pracovisko? A akú úlohu a význam majú lokálne centrá transferu technológií na jednotlivých univerzitách?"

Súčasťou podujatia COINTT je už tradične aj slávnostné vyhlasovanie výsledkov súťaže Cena za transfer technológií na Slovensku. Za svoju prácu a prístup sú oceňovaní vedci, výskumníci a vedeckovýskumné tímy v troch kategóriách:

- Inovácia
- Inovátor/Inovátorka
- Počin v oblasti transferu technológií

Tento rok sa udeľovanie cien plánuje počas slávnostného večera. Podrobnejšie informácie o konferencii COINTT 2022 sa dozviete na stránke súťaže https://cointt.sk.

COOPERATION
INNOVATION
TECHNOLOGY
TRANSFER

SÚŤAŽ FLEMA MEDIA AWARDS 2022

Tento rok sa odohrá už sedemnásty ročník súťaže FLEMA. Ide o súťaž o najlepšie mediálne kampane na českom a slovenskom trhu, ktorá oceňuje autorov i zadávateľov. Najdôležitejšia pri hodnotení je inovatívna komunikačná stratégia a kreativita pri plánovaní kampaní. Do súťaže budú zaradené práce, ktoré boli zrealizované na českom alebo slovenskom trhu v období od 1. januára 2021 do 30. júna 2022.
Uzávierka súťaže je 17. júla 2022. Práve teraz je ideálny čas na spracovanie a podanie prihlášok. Na webovej stránke súťaže www.flema.cz je okrem detailných informácií uverejnený aj manuál prihlasovateľa a jednoduché tipy ako vyhrať súťaž. Úzky výber postupujúcich kampaní bude vyhlásený 14. septembra 2022 a víťazi budú oznámení 20. októbra 2022. Hodnotenie bude v prvom kole prebiehať v období 28. júla až 5. septembra 2022.

SOUTĚŽ MARKETÉR ROKU 2021 MÁ SVÉHO VÍTĚZE

V podvečer 19. května 2022 se v příjemném klasickém prostředí Divadelního sálu Klubu Lávka s historickým rámcem Karlova mostu a působivým výhledem na Hradčany odehrálo finále soutěže 17. ročníku Marketér roku 2021. Večerem provázel jako vždy skvělý moderátor Karel Voříšek a mladá plzeňská kapela Džangobells zpříjemnila večer všem zúčastněným. Pro vítěze byly připraveny sošky křišťálových delfínů z českého skla v čele s Velkým modrým delfínem v působivém designu z dílny uměleckého skláře Vladimíra Zubričana. Na oceněné i nominované čekaly kromě diplomů i mnohé věcné dary od sponzorů a partnerů soutěže. Kromě hlavních cen udělila porota i několik zvláštních ocenění za mimořádné aktivity a úspěšné inovativní marketingové projekty, stejně tak vybralo k ocenění svoje kandidáty i prezidium ČMS.

Velký modrý delfín – hlavní cena soutěže
Simona Lišková, marketingová ředitelka, Vodafone Czech Republic, a. s.
za úspěšnou široce cílenou kampaň s prokazatelnými ekonomickými výsledky

Zlatý delfín
PhDr. Stanislav Gálik, CEO a předseda představenstva, Driverama Holdings, a. s.
Ing. Ondřej Přikryl, chief marketing officer, Driverama Holdings, a. s.
za úspěšně zpracovaný byznysový model vycházející z digitalizace a přinášející mezinárodní přesah

Zelený delfín
Ing. Radim Dittrich, jednatel, vedoucí kreativního týmu, idea maker, režisér, Action Please, s. r. o.
za inovativní kampaň V hlavní roli strojař pro posílení zájmu o Vysokou školu báňskou – Technickou univerzitu Ostrava

Růžový delfín
Ing. Lucie Mádlová, Ph.D., zakladatelka a výkonná ředitelka, Asociace společenské odpovědnosti za komplexní vytvoření a realizaci společensky prospěšného e-shopu s udržitelnými produkty a dárky Nakup na Dobro

Cena prezidia ČMS – Duhoví delfíni
Aleš Kaspar, ředitel, Gravitační vinařství VILAVIN KASPA, s. r. o.
za úspěšnou marketingovou podporu inovativního projektu v oblasti vinařství

Adam Klofáč, MORIS design, s. r. o., spolumajitel
za unikátní koncept prodejny v segmentu chovatelských potřeb

Ing. Jan Kodada, Ph.D., ředitel obchodu a marketingu, Gebrüder Weiss, s. r. o.
za kvalitní projekt CSR sponzoringu 100 kroků zpátky do života

Taťána Kuchařová, předsedkyně správní rady, ambasador, Nadace Krása pomoci
za kvalitní nadační projekt s mezinárodním přesahem

Mgr. Imrich Masliš – brand manažer, Ing. Michal Horna – PR manažer
GlobeTech Innovation, s. r. o za úspěšný technologický transfer v oblasti kosmetiky s rychlou návratností a výraznými nárůsty prodejů

Radek Sajvera, předseda představenstva, RAPETO, a. s.
za efektivní využití TV sponzoringu pro podporu prodeje produktu Pangamin

PhDr. Michal Šesták – obchodní a marketingový ředitel, Ing. Štěpán Ryska – majitel, investor, M.G.C. Trade, s. r. o.
za úspěšnou marketingovou komunikaci při uvedení nového výrobku na trh vytvořením vhodného příběhu s přesahem do CSR

Ing. Miroslav Šmíra, vedoucí partner, Rob4Job, s. r. o.
za podporu start-upového projektu vhodnou volbou marketingového mixu včetně využití výstav a veletrhů, prezentace v TV a na sociálních sítích

Ing. Martina Weberová, MALFINI, a. s.
za profesionální využití výzkumu trhu při tvorbě marketingové strategie launche nové exkluzivní kolekce pracovních oděvů

Mladý delfín
Ing. Michal Jakl, STOCK Plzeň-Božkov, s. r. o.
za úspěšný re-launch značky Key Rum na českém a slovenském trhu

Mgr. Leona Kotlasová, marketing manager, WE|DO CZ, s. r. o.
za příkladné využití komunikační kampaně na posílení zpětné vazby od zákazníků ke zkvalitnění poskytovaných služeb

Ing. Katarína Machytková, Group Marketing Manager, HOSPODSKA Špork, s. r. o.
za realizaci originální marketingové strategie restaurace Červený Jelen s důrazem na maximalizaci zákaznického zážitku

Pavel Pokorný, manažer marketingu, NOVASERVIS, s. r. o.
za komplexní marketingovou kampaň vhodně využívající sportovní celebritu

Mgr. Markéta Vinkelhoferová, předsedkyně představenstva, koordinátorka komunikace a marketingu, Fair & Bio družstvo
za vhodné využití on-line marketingu založeném na kvalitní analýze dat

Čestná uznání za úspěšnou nominaci
PaedDr. Petr Paksi, DBA, jednatel, JAP FUTURE, s. r. o.
za efektivní marketingovou podporu inovativního obkladového systému Efekta

Ing. Lenka Szotkowska, marketingový specialista, CZ Workshop, s. r. o.
za úspěšné využití webových stránek pro podporu projektu Lucián

Ing. Jan Vokurka, jednatel, Kitl, s. r. o.
za originální prezentaci českého výrobku, výrazně posilující povědomí o značce

Jan Zykmund, generální ředitel, Originální brambůrky, s. r. o.
za podporu úspěšného podnikatelského záměru prostřednictvím rozsáhlého souboru CSR aktivit

Letos byla už desáté v rámci soutěže Marketér roku vyhlášena kategorie pro studenty vysokých škol – studentská cena Mladý delfín, tentokrát na téma Jak úspěšně komunikovat problematiku udržitelného rozvoje v Česku. Porota vybrala vítězný tým z Vysoké školy ekonomické v Praze tvořený Gabrielou Šebetkovou a Arinou Dolenko.

Diplomy za účast v soutěži
tým z Univerzity Konštantína Filozofa v Nitre – Lucia Hasprová, Patrik Belovič, Šimon Eperješi, Andrea Mináriková, Michaela Ráciková, Simona Stanová

tým z Univerzity Konštantína Filozofa v Nitre – Simona Nehézová, Monika Starke, Viktória Baranová, Petra Bírová

tým z Univerzity Tomáše Bati ve Zlíně – Adéla Pokorná

tým z Univerzity Konštantína Filozofa v Nitre – Simona Nehézová, Monika Starke

tým ze Slezské univerzity v Opavě – Kryštof Petrášek

Simona Lišková, marketingová ředitelka,
Vodafone Czech Republic, a. s.

DAN, ARIELY, 2021. AKO KLAMEME.

BRATISLAVA: PREMEDIA. 195 S. ISBN 978-80-8159-968-2.

Názov recenzovanej knižky pokračuje podnázvom: Ostatných aj sami seba, keď sa pokúšame schudnúť, nosíme značkové výrobky alebo platíme dane. V tomto druhom vydaní knižky napísal sám autor predslov, venovaný slovenskému čitateľovi. Píše v ňom, okrem iného, že v nečestnosti ľudí rôznych krajín je málo rozdielov. Iste, v správaní ľudí sú mnohé kultúrne rozdiely... ale hoci sa správanie ľudí líši, „podstata základných rozhodnutí je zvyčajne rovnaká, naprieč kultúrami“.
Najprv niekoľko údajov o autorovi. Dan Ariely je americko-izraelský profesor psychológie a behaviorálnej ekonómie na Dukovej univerzite v USA, o ktorom bolo v roku 2021 uvedené, že niektoré dáta z jeho výskumných experimentov z roku 2012 boli pravdepodobne sfalšované! Ariely však už v roku 2020 uviedol, že sa mu nepodarilo jeho vlastné výsledky replikovať, čo pravdepodobne prispelo k odhaleniu sfalšovaných dát. Princípy validity a reliability sú totiž podmienkou poctivosti a objektívnosti vedeckého skúmania. Nebolo pritom isté, kto tie dáta sfalšoval. Vo Wikipédii je uvedené, že Arielymu bol udelený zákaz vykonávať na škole experimenty po dobu jedného roka a tak odišiel z MIT na Dukovu univerzitu. Uvádza sa tam tiež, že niekoľko výskumných skupín nedokázalo replikovať jeden z jeho známych výskumov, v ktorom Ariely ukázal, že ľudia sú menej náchylní k podvádzaniu po tom, čo im je pripomenuté Desatoro. Je paradoxné, že Dan Ariely je nositeľom Ig Nobelovej ceny, čo je americké ocenenie, parodujúce Nobelovu cenu za neobvyklé, alebo triviálne výsledky vedeckého výskumu. Na tejto kauze, ktorá ho sprevádza, „možno ukázať peripetie vedeckého výskumu, replikačnú krízu, či význam dôvery medzi členmi vedeckého tímu“ možno čítať v internetovej blogosfére.
Považovala som za potrebné uviesť tieto údaje, ktoré ale nijako neznižujú predmet, obsah a význam recenzovanej knižky, len som bola zvedavá, ako jej porozumieť a uveriť autorovi a jeho spolupracovníkom vo výskume: ako, kedy, kde, prečo a načo klameme.
Recenzovaná knižka obsahuje desať kapitol, úvod, dve strany poznámok a päť strán použitej a odporúčanej literatúry. Knižku autor napísal na základe svojich behaviorálnych výskumov a všetky jeho úvahy o poctivosti a nečestnosti ľudí vychádzajú zo spolupráce s dvadsaťjeden kolegami a univerzitnými spolupracovníkmi. Všetky uvedené experimenty, ako pochopiť podvádzanie a klamanie, sú konkrétne a dosť podrobne popísané i s možnými dôsledkami pre človeka a spoločnosť. Úvod knižky má názov Prečo je nečestnosť taká zaujímavá. Autor v nej vysvetľuje, že platí model racionálneho páchateľa, keď zvažujeme, čo je pre nás výhodné, teda rozhodujeme sa podľa analýzy nákladov a výnosov, ktoré údajne vyvolávajú nečestné správanie. Zaujíma ho, prečo sme niekedy poctiví, zaujíma ho spoločenská stránka nečestnosti, vrátane toho, ako ostatní ovplyvňujú naše chápanie toho, čo je správne a čo nesprávne, zaujímajú ho naše sklony k podvádzaniu, keď ostatní môžu mať prospech z našej nečestnosti. Autor o tom píše takto: „Prvotným cieľom tejto knihy je zaoberať sa racionálnymi silami nákladov a výnosov, ktoré údajne vyvolávajú nečestné správanie, čo však ... nie vždy platí, ako aj iracionálnymi silami, o ktorých si myslíme, že na nich nezáleží, ale opak môže byť pravdou. Budeme sa zaoberať silami, ktoré nás ženú k podvádzaniu a bližšie sa pozrieme aj na to, prečo sme inokedy poctivé, preskúmame základné sklony súvisiace s nečestnosťou. Budeme sa tiež zaoberať spoločenskou stránkou nečestnosti, vrátane toho, ako ostatní ovplyvňujú naše chápanie toho, čo je správne a čo nesprávne, ako aj našim sklonom k podvádzaniu, keď ostatní môžu mať prospech z našej nečestnosti. Nakoniec sa pokúsime pochopiť ako nečestnosť funguje, ako závisí od štruktúry nášho každodenného prostredia a za akých podmienok máme sklon k čestnému, či nečestnému správaniu (s. 17-18).

Autorov štýl je zrozumiteľný, často vtipný, často prekvapujúci. Tézu, že všetci niekedy klameme, potvrdzuje i sám autor osobnými priznaniami v knižke. Táto knižka je, uznajte, veľmi aktuálna pre dobu, v ktorej dnes žijeme. Ponúkam teda prehľad o obsahu jej jednotlivých kapitol.
V prvej kapitole knižky s názvom Test jednoduchého modelu racionálneho páchateľa uskutočnil autor s kolegami rôzne vybrané testy so študentami na hodinách behaviorálnej ekonómie, ktoré im umožnili pozrieť sa na to, ako ľudia podvádzajú, čo ich motivuje podvádzať. „Jednoduchý model racionálneho páchateľa nám hovorí, že ľudia by mali podvádzať, keď majú príležitosť získať viac peňazí bez toho, aby boli prichytení, alebo potrestaní“ (s. 25).
V kapitole knižky s názvom Zábava s faktorom švindľovania by autor chcel zistiť podstatu švindľovania, zistiť kde je tá čiara, po ktorú sa dá ísť. Tie experimenty s morálnymi pripomenutiami, ktoré autor s kolegami robil, naznačujú, že ochotu a sklon podvádzať možno zmeniť, keď nám niekto pripomenie etické normy. Etické kódexy fungujú na mnohých univerzitách, no rýchlokurz morálky nepostačuje.
V kapitole s názvom Golf autor podrobne a farbisto popisuje ako to vyzerá na greene, keď golfista môže posunúť loptičku, posunúť vetvičku a...veď ho nikto nevidí, lebo ak tak urobí, musí to podľa pravidiel započítať ako úder. Úder navyše a prehrá! „Na rozdiel od ostatných športov golf nemá rozhodcu ani porotu, ktorá by dozerala na dodržiavanie pravidiel, alebo rozhodla v sporných situáciách. Golfista, tak ako podnikateľ, sa musí sám rozhodnúť, čo je prijateľné a čo nie.“ (s. 49) Autor v závere kapitoly potom napísal, že sa zdá, „... že podvádzanie v golfe zachytáva množstvo podôb nepoctivosti, ktoré sme objavili pri laboratórnych experimentoch. Keď sú psychologicky vzdialenejší od vykonania nečestného skutku, keď používajú nejaký prostriedok, alebo si to môžu racionalizovať, je pre golfistov – tak, ako pre každého iného človeka na Zemi – ľahšie byť nečestnými.“ (s. 54).
V kapitole s názvom Zaslepení vlastnou motiváciou autor veľmi otvorene, konkrétne aj z vlastnej skúsenosti popisuje situácie konfliktu záujmov v medicíne, v umeleckom svete, vo farmácii, ktoré umožňujú podvádzať. „Napríklad konflikt finančných poradcov, ktorí dostávajú bočné platby, audítori, ktorí pôsobia ako konzultanti pre tie isté firmy, finančníci, ktorí dostávajú vysoké odmeny, keď ich klienti zarábajú, ale o nič neprídu, keď ich klienti vyjdú na mizinu, ratingové agentúry, ktoré sú platené firmami, ktorým udeľujú rating a politici, ktorí prijímajú peniaze a rôzne prejavy priazne od firiem a lobistov výmenou za svoje hlasy.“ (s. 72) Ach, aké povedomé!
Kapitola Prečo to vzdávame, keď sme unavení hovorí o konflikte medzi rozumom a túžbou, keď sa ukáže, že záhadné spojenie medzi únavou a konzumáciou nezdravého jedla nie je výmysel, že ľudia začnú znovu fajčiť po prekonaní krízy, že diéty pod vplyvom stresu nefungujú, že odolávať pokušeniam vyžaduje značné úsilie a energiu. Mnohé testovania autora potvrdili, že ak ste vyčerpaní, budete mať podstatne väčší problém s regulovaním svojich túžob a to môže ovplyvniť vašu čestnosť. Autor sumarizuje svoje zistenia v tejto oblasti takto: „Pochopenie princípu vyčerpania zároveň znamená, že (pokiaľ to môžeme ovplyvniť) by sme mali čeliť situáciám, ktoré si vyžadujú sebakontrolu – napríklad mimoriadne zdĺhavej úlohe v práci – čo najskôr počas dňa, kým nie sme príliš vyčerpaní. Túto radu nie je jednoduché dodržať, pretože komerčné sily okolo nás / bary, nakupovanie cez internet, Facebook, You Tube, online počítačové hry atď. ťažia z pokušenia aj vyčerpanosti, a práve preto sú také úspešné. (s. 86)
V kapitole Kto nosí falošné výrobky, podvádza viac autor pootvoril svet módy aj na základe vlastnej skúsenosti s ňou. Je známe, že napr. oblečením vysielame externé signály kto sme a mali by sme byť tými, za koho sa vydávame. Existuje však aj interná signalizácia. „Základnou myšlienkou internej signalizácie je, že napriek tomu, čo si myslíme, nemáme veľmi jasnú predstavu o tom, kto sme. Väčšinou veríme, že máme najlepší prehľad o našich preferenciách a charaktere, ale v skutočnosti sami seba nepoznáme až tak dobre a určite nie tak dobre, ako si myslíme. Namiesto toho sami seba pozorujeme rovnakým spôsobom, ako pozorujeme a posudzujeme konanie iných

ľudí – z nášho konania odvodzujeme, kto sme a čo sa nám páči.“ (s. 91) Výsledky experimentu autora o používaní značkových a falošných produktov naznačujú, že ... „nosenie pravého výrobku nezvyšuje našu čestnosť, alebo aspoň nie príliš. Ale ak si raz dáme na seba vedome falošný výrobok, morálne zábrany sa do určitej miery uvoľnia a je pre nás ľahšie vydať sa ďalej nečestnou cestičkou. Aké z toho plynie ponaučenie? Ak nosíte vy, váš priateľ alebo potenciálny partner falošné produkty, buďte opatrní! Cestička k ďalšej nečestnosti môže byť kratšia, ako si myslíte. (s. 94) Autor rezumuje takto: „... falošné produkty majú nielen tendenciu viesť nás k nečestnému správaniu, ale tak isto nás nútia vnímať ostatných ako menej čestných“ (s. 99). Nosenie kópií teda vplýva na etické rozhodnutia. Nuž, zbohom fejkové kabelky, hodinky, voňavky ap.!
Rovnaké princípy, podľa autora sú známe v podvádzaní pri diétach a chudnutí. Autor v tejto kapitole kriticky hodnotí akékoľvek falzifikáty, pretože čo sa týka morálnej hodnoty, falšovanie mení naše správanie, náš obraz o sebe a spôsob, akým vnímame ostatných okolo nás. V kapitole nemôže chýbať zmienka o podvádzaní a falšovaní, pri získavaní akademických titulov. Sic!!! Autor píše: „Ak sa zamyslíme nad týmto typom podvádzania v súvislosti s efektom „kašľať na to“, môže platiť, že falošné akademické tituly často začínajú celkom nevinne. Azda tak, že „predstierame, kým sa nedostaneme tam kam chceme.“, ale keď už sme sa toho dopustili, môže to spôsobiť sklon podvádzať aj pri iných príležitostiach.“ (s. 101). Ach, aké globálne, ach, aké lokálne!
V kapitole Ako podvádzame sami seba, autor knižky, presvedčivo a na príkladoch, uvádza dôkazy a fakty ako zveličujeme, ako klameme sami seba, ako vylepšujeme svoje zásluhy v športe, v umení, vo vojne. „Pravdepodobne existuje množstvo dôvodov, prečo ľudia zveličujú svoje zásluhy. Lenže frekvencia príbehov o ľuďoch, ktorí klamú vo svojich životopisoch, diplomoch a osobných príbehoch prináša zaujímavé otázky: je možné, že keď klameme verejne, tak nám zaznamenaná lož „pripomína“ naše falošné zásluhy a utvrdzuje nás v našich výmysloch? Takže, ak trofej, stužka alebo certifikát predstavujú niečo, čo sme nikdy nedokázali, pomôžu nám falošne veriť vo svoje vlastné schopnosti? Zvýšia takéto certifikáty našu schopnosť sebaklamu?“ (s. 112) Ó, svetoví a naši plagiátori, ó mores!
Sebaklam má podľa autora i príbuzných, sú to: prílišná sebadôvera a optimizmus. Niekedy výhoda, niekedy nevýhoda skreslenia skutočnosti. Keď klameme pre druhého človeka, je to milosrdná lož, kedy zvyšujeme faktor švindľovania, ale nerobíme to zo sebeckých dôvodov, často je to spoločensky zdvorilé a môže to urobiť zázrak. Sám autor to zažil na vlastnej koži. Doslova.
V kapitole Tvorivosť a nečestnosť: Všetci sme rozprávkari, autor uvádza, že všetci konfabulujeme vlastné príbehy a na vine je náš mozog, konkrétne jeho ľavá hemisféra. „Chceme si zdôvodniť, prečo sa správame, ako sa správame, a spôsob ako funguje svet okolo nás ... sme stvorenia, ktoré si od prírody rozprávajú príhody, a hovoríme si príbeh za príbehom, kým nám nenapadne vysvetlenie, ktoré sa nám zapáči, a ktoré znie dostatočne rozumne, aby sme mu uverili. O to lepšie, keď nás tento príbeh vykresľuje v jasnom a pozitívnom svetle.“ (s. 119) Autor pripúšťa, že klameme všetci, ja, ty, mama, otec, učiteľ, študent, politik, lekár, pacient ... Existujú však i patologickí klamári, ktorí majú zistenú vyššiu konektivitu mozgu, čo znamená, že majú v mozgu s väčšou pravdepodobnosťou množstvo prepojení medzi spomienkami a myšlienkami. „Táto vyššia konektivita a prístup do sveta asociácií uložených v ich sivej hmote by mohli byť tou tajnou prísadou, ktorá z nich robí rodených klamárov.“ (s. 123) Autor vidí prepojenie medzi kreatívnosťou a nečestnosťou tak, že si vieme sami nahovoriť, že robíme správnu vec, aj keď to tak nie je. Tretí faktor, ktorý sa k nim pripája je inteligencia. „Zdá sa, že prepojenie medzi inteligenciou, kreativitou a nečestnosťou je zvlášť prijateľné.“ (s. 125) Autor v závere kapitoly uvádza, že empirické experimenty, ktoré boli urobené, dokazujú, že kreativita je hnacou silou podvádzania, pretože zvyšuje našu schopnosť riešiť problémy, lebo otvára dvere novým prístupom a riešeniam, ale aj originálne obchádzať pravidlá a po celý čas prehodnocovať informácie spôsobom, ktorý slúži v náš vlastný prospech. Och, tí kreatívni klamári!
V kapitole s názvom Podvádzanie ako infekcia autor na základe pozorovaní a uskutočnených ex-

perimentov konštatuje, že ľudia sa môžu nakaziť tzv. „bacilom nepoctivosti“ a sami začnú viac podvádzať, čo ho priviedlo k domnienke, „... že keď konáme niečo sporné, akt pozvania priateľov, aby sa k nám pridali, nám môže naše sporné správanie ľahšie ospravedlniť. Napokon, ak naši priatelia prekročili etickú hranicu spolu s nami, nebude sa nám potom zdať náš čin spoločensky prijateľnejší?“ (s.140) Autor doložene uvádza ďalej, že podvádzanie je nielen bežné, ale aj nákazlivé a možno ho stimulovať pozorovaním neetického správania iných osôb v našom okolí. Autor kriticky komentuje napr. akceptovateľné prekrúcanie čísel v bankovníctve i v politike. Osobitne sa vyjadruje k tzv. továrňam na seminárky, či eseje študentov. Píše o tom takto: „Konečný výsledok? Profesori sa nemusia priveľmi tovární na seminárky obávať, aspoň zatiaľ nie. Technologická revolúcia zatiaľ nevyriešila túto špecifickú výzvu pre študentov a tí zatiaľ nemajú žiadnu inú možnosť, iba tvoriť vlastné písomné práce, alebo snáď podvádzať starým dobrým spôsobom a použiť písomnú prácu od študenta, ktorý absolvoval daný predmet minulý semester. Ale ja sa tovární na seminárky bojím a obávam sa signálu, ktorý vysielajú našim študentom – teda inštitucionalizovanej prijateľnosti podvádzania, nielen počas štúdia, ale aj po jeho ukončení.“ (s. 152-153). Ó, nič nové pod slnkom!

Keďže sa nepoctivosť môže prenášať z osoby na osobu prostredníctvom spoločenskej nákazy, je podľa autora knižky potrebné, aby sme nemali ospravedlňovať, prehliadať a odpúšťať ani malé prečiny a podvodíky. A teraz mi autor hovorí z duše, keď píše: „To je dôležité najmä pre tých, ktorí sú v centre pozornosti: politikov, verejne činné osoby, slávne osobnosti a riaditeľov firiem. Môže sa zdať nefér uplatňovať na nich vyšší štandard, ale pokiaľ berieme vážne myšlienku, že verejne vnímané správanie má širší dopad na tých, ktorí toto správanie sledujú, znamená to, že ich neetické správanie má významnejšie dôsledky pre celú spoločnosť.“ (s. 154) Och, v zámku a v podzámčí ...

V kapitole Podvádzame spolu autor píše o vplyve spolupráce na čestnosť jednotlivca, či sme v pokušení podvádzať viac, keď sme súčasťou skupiny, alebo nie. Zistenia z oblasti behaviorálnej ekonómie ukázali, že my ľudia máme slabosť pre altruistické podvádzanie, aj keď ledva poznáme osobu, ktorá by z nášho nepoctivého správania mohla profitovať. Autor po experimentálnych skúsenostiach napísal: „... zatiaľ čo altruizmus môže zvyšovať mieru podvádzania a priamy dozor ju znižovať, altruistické podvádzanie premôže účinok dozoru, keď ľudí uvedieme do situácie, kde majú možnosť socializovať sa a byť pozorovaní.“ (s. 162).

Ostatná, či posledná kapitola knižky má názov Pomerne optimistický záver s podnadpisom Ľudia nepodvádzajú dosť! Autor v tejto kapitole zhŕňa všetky svoje úvahy, myšlienky, poznatky o podstate čestnosti a nečestnosti z mnohých experimentov s tisíckami osôb, ktoré stretol. Porovnáva čestnosť a morálku v niektorých krajinách sveta, napr. v Izraeli, kde žil a v USA, kde žije teraz, berúc do úvahy kultúrne rozdiely v týchto krajinách.

Zaujal ho v tejto súvislosti, aj u nás verejne známy fenomén plagiátorstva, ktorý sa niekde vo svete berie veľmi vážne a niekde, len ako poker medzi študentom a fakultou. Niekde sa negatívne skôr vníma fakt, že vás pri tom prichytia, ako fakt samotného podvádzania. Autor venoval v knižke krátku pozornosť i všeobecne známemu spôsobu podvádzania – nevere, no uviedol, že v tomto prípade mu chýbali údaje, ktoré sa ťažko odhadujú.

V závere kapitoly a vlastne celej knižky uviedol, že pri nečestnosti existujú racionálne a iracionálne sily, ktoré na nás pôsobia. Nevieme rozpoznať, ktoré sily pôsobia a ktoré sú nepodstatné. Odpoveď možno preto neustále nachádzať vo vedeckých psychologických experimentoch a vo výskume v behaviorálnej ekonómii. Že nečestnosť je „výborným príkladom našich iracionálnych sklonov“ je jedna z odpovedí. Knižka končí prekvapujúcim pozdravom autora: Iracionálne váš, Dan Ariely.

Čo nám chcel autor odkázať? Že aj on patrí do systému? Túto aktuálnu knižku odporúčam do pozornosti všetkým, lebo sa týka všetkých. Odporúčam ju pedagógom, manažérom, politikom, športovcom i umelcom, lebo sme všetci v systéme pôsobenia racionálnych a iracionálnych síl.

DICTIONARY OF USEFUL MARKETING TERMS

M

mechanical | *mechanický* ——— The company produces mechanical parts for airplane engines. | *Spoločnosť vyrába mechanické diely pre letecké motory.*

mechanics | *mechanika, postup* ——— The goals are the same in all markets, but the mechanics for achieving them may differ greatly. | *Ciele sú na všetkých trhoch rovnaké, ale postupy na ich dosiahnutie sa môžu značne líšiť.*

media | *médiá* ——— The issue has been much discussed in the media. | *O tejto otázke sa veľa diskutuje v médiách.*

media agency | *mediálna agentúra* ——— Many companies use a media agency to represent their brands online. | *Veľa spoločností využíva mediálnu agentúru na propagáciu svojich značiek online.*

media audit | *mediálny audit* ——— They carried out a media audit, and identified areas where their advertising budget could be better spent. | *Vykonali mediálny audit a identifikovali oblasti, kde by sa ich rozpočet na reklamu dal lepšie minúť.*

media buyer | *nákupca mediálneho priestoru* ——— It is the job of the media buyer to get the most effective advertising space for their clients. | *Úlohou nákupcu médií je získať pre svojich klientov čo najefektívnejší reklamný priestor.*

media buying | *nákup mediálneho priestoru* ——— We provide impartial media buying advice. | *Poskytujeme nestranné poradenstvo pri nákupe mediálneho priestoru.*

media campaign | *mediálna kampaň* ——— The project also includes a media campaign as well as educational and sports activities. | *Súčasťou projektu je aj mediálna kampaň, ako aj vzdelávacie a športové aktivity.*

media consultant | *mediálny konzultant* ——— He also worked as a marketing and media consultant. | *Pôsobil aj ako marketingový a mediálny konzultant.*

media coverage | *medializácia, mediálna pozornosť* ——— Such criticism has received wide media coverage and is taken very seriously. | *Takáto kritika získala širokú mediálnu pozornosť a berie sa veľmi vážne.*

media owner | *majiteľ, vlastník médií* ——— The new media owner has dismissed over two-hundred employees. | *Nový majiteľ médií prepustil vyše dvesto zamestnancov.*

media ownership | *vlastníctvo médií* ——— The government has no plans to alter the rules covering media ownership. | *Vláda neplánuje meniť pravidlá týkajúce sa vlastníctva médií.*

media plan | *masová reklama* ——— The media plan recommends communication channels to be used for the campaign. | *V mediálnom pláne sú odporúčané komunikačné kanály, ktoré sa majú pri kampani použiť.*

media research | *mediálny prieskum* ——— Media research is used to get insight into the viewing habits of the target audience. | *Mediálny výskum sa používa na získanie prehľadu o zvykoch cieľového publika.*

media selection | *výber médií* ——— Media selection is the process of choosing the most efficient media for an advertising campaign. | *Výber médií je proces výberu najefektívnejších médií pre reklamnú kampaň.*

media strategy | *mediálna stratégia* ——— The media strategy is part of the marketing plan. | *Mediálna stratégia je súčasťou marketingového plánu.*

median | *medián* ——— Median household income will definitely fall this year. | *Medián príjmu domácností tento rok určite klesne.*

mega-retailer | *megaobchodník* ——— Local chains have struggled to compete with mega-retailers. | *Miestne reťazce majú problém konkurovať megaobchodníkom.*

megastore | *veľký obchod, megaobchod* ——— They have plans to open a large furniture megastore on the edge of town. | *Na okraji mesta plánujú otvoriť veľký obchod s nábytkom.*

mercantile | *merkantilný, obchodný* ——— Instead of mercantile competition with Europe and America, Chinese companies have been looking to the developing world for bigger opportunities. | *Namiesto obchodnej konkurencie s Európou a Amerikou čínske spoločnosti hľadajú väčšie príležitosti v rozvojovom svete.*

merch | *skratka pre tovar, reklamné predmety* ——— The band primarily sold t-shirts but also other merch while on tour. | *Skupina počas turné predávala predovšetkým tričká, ale aj iný tovar.*

merchandise | *tovar, reklamné predmety* ——— Customers complained about poor quality merchandise and high prices. | *Zákazníci sa sťažovali na nekvalitný tovar a vysoké ceny.*

merchandiser | *obchodník* ——— The merchandiser said demand for products from the film had been significantly less than expected. | *Obchodník uviedol, že dopyt po produktoch z filmu bol výrazne nižší, ako sa očakávalo.*

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SUSTAINABILITY – INTEGRATION AND COMMUNICATION IN GERMAN MANUFACTURERS

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