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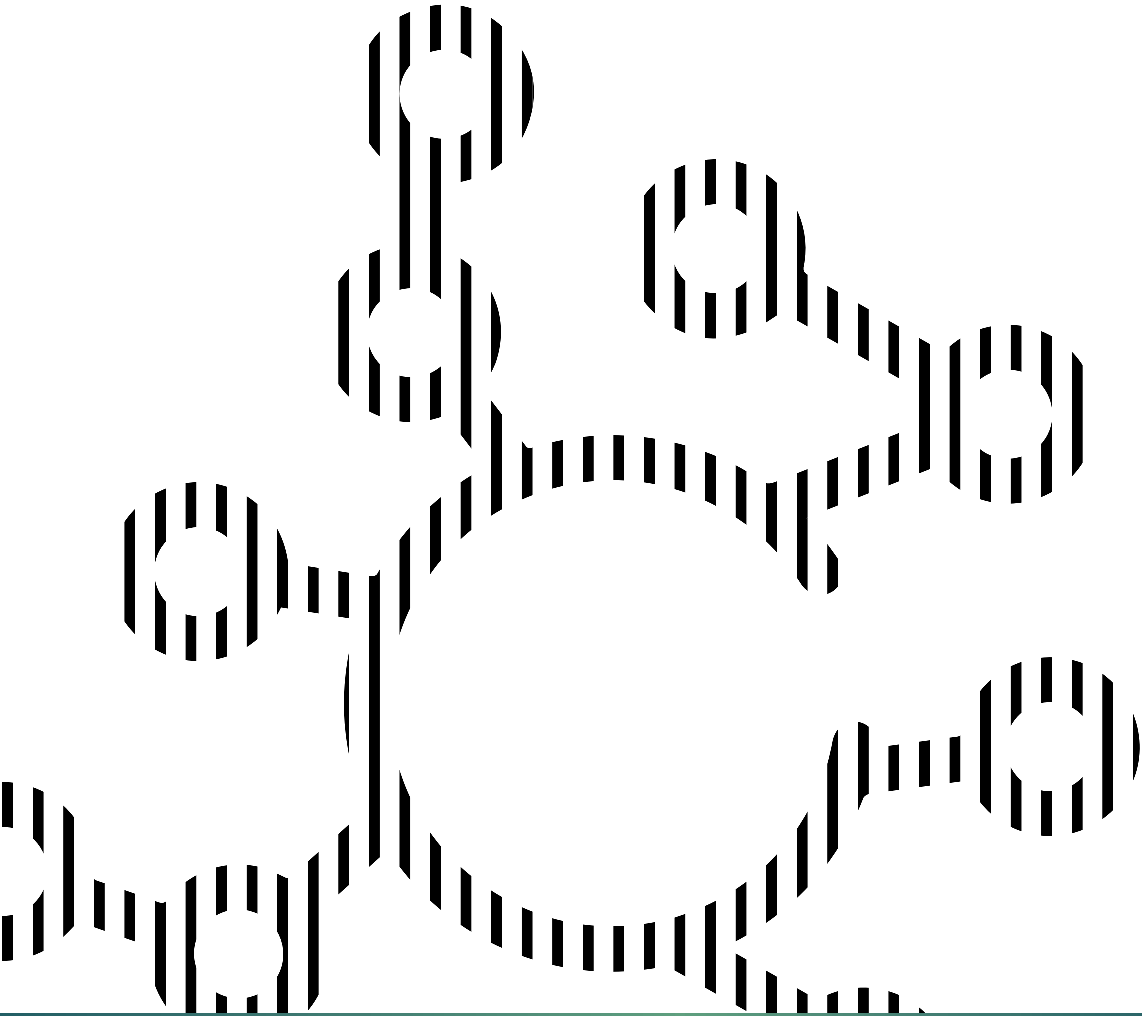
MARKETING SCIENCE & INSPIRATIONS



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OBSAH | CONTENT

PRÍSPEVKY | *CONTRIBUTIONS*

MARKETING BRIEFS

ZAUJALO NÁS | *SHORT COMMUNICATIONS*

RECENZIE | *REVIEWS*

DICTIONARY OF USEFUL MARKETING TERMS

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TRADE IN TRANSFORMATION: THE EXAMPLE OF THE TEXTILE BUSINESS AS AN INNOVATOR OF URBAN LIFE-STYLE

The textile business is an excellent example for permanent transformations of the life-style of consumers. The first cycle in the Darwinism of the European textile sector was dominated by traders 'knowledge about the sources of the product-materials and opportunities for processing. In a second phase covering the start of industrial mass-production and professional mass-distribution outlets for textiles were established with benchmarks at high frequency spots in down-towns of agglomerations like Berlin, Cologne, London or Paris. Department stores became the anchor of cities and for life-style driven citizens. In the third phasis the outlet-dominance is attacked by IT-driven businesses by the development of tools like the European Article Numbering-system, chips and QR-codes, clouds for big data and data-mining, artificial intelligence and virtual reality. For the textile traders it is an improvement of the efficiency by the ability to control the total supply chain electronically; for the consumer the potential interconnectivity with the internet and smartphones is an empowerment of demand because the choices for alternative points of sales are permanently increasing and mobile shopping decreases the dependance on locations of brick-and stone. Of course, this is resulting in big changes for the supply patterns.

Innovation of businesses

The innovation of businesses is a permanent process initiated by thousands of individual decisions either to cut costs or to increase sales volume by product adaption. Academic pioneers to analyze empirical data about those processes are Kondratieff (1926) for macro-economics and Schumpeter (1961) for micro-economics. Innovation cycles in retail/wholesale as a sector-analysis has been systematically documented firstly by Hallier (1999a, 1999b, 2022a) based on reports about sub-groups of this spectrum (Hahn 1984; Hauptmann 1892; Birchall 1997; Bauer et al. 1999b, p. 162-174; Zola 2004; Hallier 2002, p. 155; Hallier 2002, p. 210-212; Bauer et al. 1999b, p. 185-186; Bauer et al. 1999b, p. 176-180; Bauer et al. 1999b, p. 180-192) or own observations.

– Steam Engine – Cotton	– Railways – Steel Production	– Electrical Engeneering – Chemestry	– Petrochemical Industrie – Automobiles	– Information Technology – Global Trade	– Lithium Industry – Smart Economics
1800	1850	1900	1950	2000	2050
– imperial import / export – domestic commerce	– local consumes cooperatives – start of department houses	– first national buying groups – start of mail-order companies	– supermarkets – big boxes – shopping centers – information technology	– chip technology – RFID – internet B2B/B2C – omni-Channel – mobile shopping	– data-clouds – block-chain technology – internet of things – artificial inteligence – retail knowledge consortia

Table 1: The impact of innovations for the entrepreneurs
Source: Hallier (2020)

The impact of innovations for the entrepreneurs and the changes of consumerism within the centuries as well as a prognosis of the future within the next decades can be summarized for example by the sub-group Textile Trade. Starting in the 20ies of this century shopping in an affluent society is mixing with entertainment: in future also inclusive gaming in a virtual world with avatars being sponsored by the branded goods industry of textiles or by outlet--chains. The final outfit of customers might be co-determined by long-distance partners in those games or it might be a decision tool for the planning of a meeting of a group of shoppers in a specific outlet at a certain date. The real world and the virtual world mix in a Metaverse.

Origins of textile trade

Tracing family businesses in the textile sector one impressive example from the Middle Ages is the Fugger Clan from the city of Augsburg/Germany (Hallier 2002, p. 12 ff). The family was named by the Latin word „fucare" standing for the technical process to create from neutral cotton the basis for colored clothes. The Fugger brothers Hans and Ulin started in 1367 and 1377 their businesses in Augsburg: importing cotton from Egypt via Venice/today Italy, transporting the cotton over the Alpes-mountain-range and coloring the stuff in cooperation with small local manufacturers. The next Fugger generation expanded the internationalization to cover also the East of Europe and the Baltic Sea. Additionally, they started to diversify into the metal business (mining gold/silver) in Austria and Hungary – finally also banking mainly for the Pope but also for Cesar Maximilian and Cesar Karl V.
In 1517 like Cesar Maximilian also Jakob II Fugger ordered a portrait painted by Albrecht Dürer (Hallier 2002, p. 15) – while Ulrich II Fugger asked Hans Holbein the Older to draw him. The paintings and the outfit of the aristocrats and the traders are documents for the desire of emancipation between the upper classes – also seen in detailed regulations for dress-codes by the Augsburg Administration in 1537, 1551 and 1581.

Figure 1: Fugger
Source: Hallier (2002, p. 15)

Figure 2: de Respaigne
Source: Hallier (2002, p. 259)

„Dressing for Image“ could be called also a portrait of the trader Niclas de Respaigne from Amsterdam who had moved his business from Venice to the textile center of the Middle East of that time Aleppo (Turkey/Syria). Peter Paul Rubens painted him in 1619 when de Respaigne was getting to marry (Hallier 2002, p. 259). He was painted dressed in the Oriental (Ottoman-/ Turkish) Style standing on an Anatolian carpet. Cloth styles and accessories grew in importance.

Start of mass-distribution

A new epoch started with the discovery of America and the import of cotton from there. In response to increased demand on the one hand side and new sources for import on the other side: the painting of Rembrandt van Reijn in 1662 is titled „Quality Control“ and shoves the Guilt of the Amsterdam Textile Traders checking the quality of their imports (Hallier 2002, p. 255).

Figure 3: Amsterdam Merchants
Source: Hallier (2002, p. 255)

This trend of mass-distribution of textiles is also taken as a topic by the French impressionist Edgar Degas who visited parts of his family who lived in New Orleans/USA earning their livings in the textile business (Bauer 1999b, p. 129 f). His painting „Office of a cotton-trader in New Orleans“ in 1873 has to be connected with his letters reporting about his stay in the USA comparing it with Paris in France: „All day we speak about cotton and credits; the ships from Europe to fetch the cotton-exports are coming in a frequency like the buses at the Paris-station“! The global supply chain and the importance of capital for increased markets became of big importance for the textile business.

Figure 4: Degas-family
Source: (Bauer 1999b, p. 130)

That century had another impact on the textile industry also in macro-economics in general: it was the start of exhibitions about the beginning epoch of industrialization. In 1811 for example the city of Düsseldorf/Germany prepared an exhibition for the French Cesar Napoleon I. to demonstrate the potential of the occupied Rhineland-area. It was several times repeated and was one of the origins to organize later EXPOs for the „jet-set“ society of that time which travelled by the new cross-border railway-systems to explore the life-style of other countries (Hallier 2022b). In Paris Gustave Eiffel designed for the Paris Expo the famous tower which was planned to stay only for the period of the exhibition – but actually became the landmark of the city of Paris till today. Other places like Milano in Italy are also still „bundler“ of all local/national producers of the textile sector to exhibit the latest fashion of Italy. In Germany after World War II Düsseldorf took over this function from the divided capital Berlin – but lost its unique sales position in West Germany after the reunification of Germany after 1990 when Berlin started to be again the number 1 trend-setter of life-style. Fashion Today reported in its News of KW 27/2022 that the Berlin exhibitions Premium, Seek and The Ground had invited also 25 international buying directors to arrange proactively meetings with the exhibitors (Fashion Today 2022). Further they announced that in 2023 the events of the Premium Group would be organized parallel to the Berlin Fashion Week. The business--competence of textile traders was for more than a century linked to those hot-spots where designers, producers, models, high-level distributors and the high society were meeting like in circus-events watched by the public.

Important to mention that it was also Gustave Eifel who designed the fashion-show-room Au Bon Marche: a department-store with a sales-area of 25.000 square-meters – described by the French writer Emile Zola in his famous „Paradise for Ladies“ (Zola 2004) – which was showing the social impact also for the small businesses which started to be eliminated by the big players. Paris was competing in the ranking of consumers of the upper classes with London, Cologne, Berlin and Moscow, in 1902 Tietz in Cologne (today Kaufhof) was quoted to state that his sales-people were able to serve customers in 8 languages (Hallier 2002, p. 155). Interestingly in Germany all the big department-stores started with textiles and only later diversified by an enlargement of the assortment.

Others like C&A, P&C (with their tradition to trade textiles in the triangle Belgium, Netherlands and Germany) or many local players remained in the textile sector for partly for more than two centuries: others like H&M or Zara joined in an international expansion drive but being focused on special target groups. Lately in Germany for cheap offers special textile discounters like Takko or Kik followed in down-town locations which became as outlets too small for food-stores like modern supermarkets or which are placed especially in low-income areas. Last but not least food-discounters like ALDI or Lidl as well as coffee-shops like Tchibo use textiles for weekly offers to get a higher frequency to their shops or to cash-in with additional assortments from those customers which can be reached by on-the-spot offers. As a result of those promotions the food-discounter ALDI is within the Top 10 textile retailers in Germany and the coffee-shop Tchibo has pushed the special offers to over 50 percent of its total turnover.

For labels the alternatives are high-level flagship-stores to promote the brand within an umbrella-strategy and to offer in factory outlet centers (FOC) a limited assortment which is on average 15 percent lower in its sales-prices and is additionally run by slogans like „over run“, „factory seconds“, „damaged“, „past season“, „samples“ or „discontinued items“. Very often those factory outlets are in agglomerations of at least five label-producers with a minimum of 4500 square-meters sales area (Hallier 1999c).

This evolution of the mix of target-groups enlarged also the potential tools of marketing: the store-format, its target- group’s financial situation, its range of assortment, the presentation-

-style became equally important like the product itself. One example of the latest trend to catch the eye and the heart of upper- level consumers is the new store of the French top-designer Christian Dior in Paris who in 2022 upgraded his store by adding to the sales-floor also three gardens, one restaurant, one cafe and one patisserie. Another example is in Berlin P&C opening its first Mega Eco Store responding by this with a Corporate Social Responsibility strategy to the trend of many people in Germany to go shopping in stores which are constructed according to environmental aspects, presenting products which fit ecological standards and which are produced under fair conditions and transported with a low footprint (Kölner Stadt-Anzeiger 2022). The business became more complex – more and other abilities were needed beside the product-knowledge.
This increasing spectrum for retailers has also an impact on exhibitions: in this context it has to be remembered that it had been fairs like the EXPO in Paris which became the mirrors of the latest life-styles. After World War II there had been two competing trends : the revitalization of traditional department stores with beautiful decorated windows – and on the other hand the American Way of Life by modern sales technologies (Hallier 2022b). Both trends for better sales was the idea to launch the exhibition EuroShop and still is the basis of the success of the world-leading triannual shopfitting exhibition in Düsseldorf which was started in 1966 by the same fair-management which was responsible for the fashion shows of IGEDO, which was the show-room of West Germany for fashion. The flagship of shopfitting EuroShop again reacted in 1997 to follow the latest consumer trends by segmenting its IT-shows under the name of EuroCIS and to exhibit annually for this target-group of IT-managers in retail/wholesale also to follow the speed of technical/digital innovation in this segment.

From big boxes to big data

Especially since the middle of the 70ies the growth of the big players was supported by innovations in the IT-Sector (Hallier 1987; Heidel 1990; EHI 1994; Hallier 1995, Hallier 1999d). Only by the electronic control of the articles in the shelf of the outlets or the delivery systems the efficiency of big groups of outlets could/can be checked. Due to the multiplication of outlets per chain the single outlets could be no longer visited permanently by the owner of the businesses or by Board-members but had to be delegated and to be controlled by new technology.
As an example, for the innovation of the key-elements of the retail technology is the EAN-barcode which was introduced in 1975. It contains the country of origin, the manufacturer and the product. By this the inventory within the depots and the stores could be quickly followed up. Actually, the POINT of MANAGEMENT DECISION (PMD) could be turned from the head of a manager in the headquarter of a company towards the POINT of DATA COLLECTION (PDC). Benetton for example changed the production of its cloths no longer in connection to spring/summer/autumn/winter trade fairs/collections but permanently due to the incoming data from the cash-zones of its outlets.
At about the year 2000 the printed barcode was replaced step by step by the chip technology which was able to integrate more data than the printed version and enabled interconnectivity with other systems without manual intervention. Machines started to take over from human beings: AI (Automated Intelligence) became the key-word. The UK retailer Morrisons is quoted at EuroCIS 2022 to cover already more than 90 percent of its product movements by AI of their IT provider Blue Yonder. The French department store Bonprix claimed at the same event to have survived well the decreased sales caused by the Covid Crisis due to AI software which had speeded up the data mining.

Other advantages of the chip-technology and its connectivity with data clouds is the Internet of Things (IoT): the capacity allows to demonstrate details for the application of the bought products and to attach marketing communication. Last but not least the QR-code (Quick Response) allows the consumer to read advertising in different media and to order by a photo of the code the product immediately (Hallier 2011, p.148 ff).
The role of a wholesaler for the physical flow of products could change to be B2B – or even B2C-platform providers in the virtual world and deliveries will come increasingly by a delivery-partner with sub-partners. The definition „institutional wholesaler/retailer“ will show less members than the „functional wholesaler/retailer“. There will be a great boom in segmentation, diversification and partnering. One example of such recent cooperation is C & A Germany which started in July 2022 to place selective items at the German Site Amazon.de: the launch at the Dutch, the French, the Italian and the Spanish Sites are planned to follow.
The importance of data could be seen already after World War I when department houses were destroyed and the lack of capital did not allow new brick-and-stone outlets. In Nürnberg/Germany the Schickedanz family started a mail-order system based on the send-out of catalogues and data of customers (Hallier 2002, p. 210 ff); his company Quelle (the German word for „Source“) became a benchmark for success and was copied by others like OTTO after World War II. (Hallier 2002, p. 112 f).
Modern IT/digitalization became the competitor for the printed catalogues and the brick-and-stone outlets. Parallel to EuroShop 2008 in Germany the fashion online supplier Zalando was founded. In 2022 it has 35 million customers within 17 countries in Europe. Per minute 7500 online-orders are registered. This success of course is stimulating not only newcomers but also traditional business to react with omni-channel strategies – selling instore as well as online trying to push each channel by the visibility or the comfort of the other.
But even industry is involved in the search for direct contacts with the consumer. In summer 2022 for example Beiersdorf is promoting its range of sun-creams and beauty-articles by in-store activities with trade partners in Germany. Consumers are offered a free-of-charge bathing towel if they send in a cash-slip of having bought Beiersdorf products in the value of 20.- Euro (plus) to the address of the company. Of course, also the address of the shopper has to be sent for the mailing of the towel-parcel. The fabrics in this case of course are no sales-items but calculated as part of the promotion costs.
The latest trend comes via Virtual Reality (VR) and will be included in a Metaverse. Within interactive games avatars will have the image of the player/players. The play-background can be the image of outlets combined with images of products. Within the game the player and co-players can dress alternatively the avatar and those being in the players 'team can decide together the final outfit or meet based on those discussions in a real store of that fashion supplier. Those games could be developed and promoted by producers or retailers or in cooperation between those two groups. It might be also seen as a potential new income for those who keep the owner-rights of those income. In the end of this thought, it might happen that the products' profit might be Zero – and the economic gain is the profit by advertising within the games as a kind of „listing price for the product“ or selling the data of the trends as a service of market research – similarly like in the Beiersdorf case-study.

Conclusion

The traditional textile trader as a specialist making decisions alone by creating ideas just in his head will no longer be able to execute all processing in mass-distribution. He will remain as a potential pioneer in niche-markets. Big business needs a broad knowledge of different abilities no longer capable by single persons or people with experience in one sector only.

Looking beyond the sector of textile-business one can see that companies like AMAZON or ALIBABA but also data-collectors like Google / Microsoft or DHL delivery start to act as partners within Retail Knowledge Consortia (Hallier 2022c). The future success will depend on the way leaders of companies will be able to bridge different company cultures for united ambitions.
And finally, it has to be realized that the traditional split of profit along the Total Supply Chain will switch from production and trade towards companies with data-competences /digital marketing experiences – even like game-developers. In macro-economic terms this will create big problems for developing countries if they do not have the skills or digital connections to participate with a fair share in the value-chain but if they remain just in the competition of offering the cheapest labour internationally (Hallier 2022d; Hallier 2022e).

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inovačné cykly, masová distribúcia, životný štýl, IT platformy, data mining, umelá inteligencia, maloobchodné znalostné konzorciá, hodnotové reťazce, avatary, metaverse

JEL klasifikácia / *JEL Classification* ——— M31

Résumé ——— Obchod v transformácii: Príklad textilného priemyslu ako inovátora mestského životného štýlu
Textilný priemysel je výborným príkladom pre trvalé premeny životného štýlu spotrebiteľov. V prvom cykle Darvinizmu v európskom textilnom sektore dominovali obchodníci s „vedomosťami o zdrojoch produktov-materiálov a možnostiach spracovania“. V druhej fáze, ktorá zahŕňa začiatok priemyselnej hromadnej výroby a profesionálne masové distribučné predajne textilu, boli zriadené referenčné hodnoty na vysoko navštevovaných miestach v centrách aglomerácií ako Berlín, Kolín nad Rýnom, Londýn alebo Paríž. Obchodné domy sa stali kotvou miest pre občanov orientovaných na životný štýl. V tretej fáze útočia na dominanciu outletu firmy riadené IT vývojom nástrojov, ako je európsky systém číslovania kódov (EAN), čipy a QR kódy, cloudové riešenia pre veľké dáta a data-mining dát, umelá inteligencia a virtuálna realita. Pre obchodníkov s textilom je to zlepšenie efektivity vďaka možnosti elektronickej kontroly celého dodávateľského reťazca; pre spotrebiteľa je potenciálne prepojenie s internetom a smartfónmi posilnením dopytu, pretože výber alternatívnych predajných miest neustále rastie a mobilné nakupovanie znižuje závislosť od umiestnenia kamenných predajní. To má, samozrejme, za následok veľké zmeny v podnikateľských modeloch na strane ponuky.

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MANAGERIAL PERFORMANCE IN THE CONDITIONS OF SELECTED LOCAL GOVERNMENT OFFICES

The development and execution of employees in a modern public administration organisation are subject to specific management forms. Performance management is about setting performance standards, monitoring progress, and building relevant plans. Managerial performance and its management are presented as beneficial for employee development. Addressing the interaction between performance management and administrative authority is appropriate given the empirical result of performance management reform. The public sector's adoption of performance management systems has long focused on creating more advanced performance information systems while neglecting to increase managerial authority. Therefore, understanding how this partial acceptance affects public service performance is particularly important. However, our knowledge of how they interact remains limited despite the central role of management authority over standard performance management regulations. According to the analysis of the current situation, the main goal of the presented article is to derive propositions and propose measures to streamline the managerial performance of the offices in Trnava, Nitra and Trenčín. In the study, we use the benchmarking method to analyse and subsequent evolution of the state of managerial performance in selected bodies. We identify individual factors in the form of the Saaty matrix and characterise the systematic steps of the methodological procedure. In this process, we faced certain limitations related to limited data access. The main benefits of this study are suggestions for improving the level of managerial performance that can be applied in public administration. Among the primary areas where change is needed, we identified ambiguity in the strategy and plan, delayed feedback processes and limited behavioural incentives.

Introduction ——— Public administrations worldwide are gradually introducing a range of tools designed to improve the quality of public sector managers. The main reason for these changes is to achieve higher performance of public services. Thanks to implementing individual elements, such as setting goals and awareness of performance management within integrated areas of public administration, understanding performance management's power are gradually coming to the fore. Despite its prevalence, many authors argue that measuring public sector performance distorts the priorities of service organisations and hampers real innovation, often to the detriment of service users. In contrast to this negative attitude, the ever-increasing number of studies on the effects of managerial performance essentially points to its positive benefits for public service performance. Citizens can also use performance information as a controlling factor in individual public authorities, especially if these public organisations are performing poorly.

The system of managerial performance in public administration and its management is defined as a strategic and integrated approach of institutions with a focus on developing people who have the task of increasing group and personal performance. These systems provide a continuous and integrated approach to performance management and remuneration. As the basic methods

of motivating employees in public administration failed to give the expected results, they began to look for inspiration in the private sector, focusing on management so that public authorities would also achieve better results. Despite these avant-garde approaches, many problems have inadequately implemented this form of motivation. Managerial performance cannot be effective if the emphasis is not sufficiently focused on the factors that drive performance management and the managers who act as role models in this spectrum. Practical application and effectiveness depend on the manager's behaviour, implementation of individual procedures, and ability to motivate employees. Various behavioural, psychological and managerial factors contribute to the very effectiveness of management.

According to the analysis of the current state and the benchmarking method, the main goal of the presented article will be to derive propositions and propose measures to streamline the managerial performance of offices in Trnava, Nitra and Trenčín.

Managerial performance

According to Demerjian et al. (2012) is defined as the process of identifying, measuring, managing and developing human resource performance in an organisation. The intention is to determine how well employees are working and ultimately improve this performance level.

Performance management is strategic in that it addresses the broader aspect that a company must face to operate effectively and manage to implement its long-term goals (Aguinis 2013).

According to Bacala (2012), performance management (in managerial terms) is defined as a continuous communication process that takes place between an employee and their superior (s). This process involves setting clear and shared expectations. Also, Baik et al. (2011) state that managerial skills are positively related to the probability, accuracy and relevance value of individual forecasts of voluntary management revenue. Further studies document the evidence in line with highly qualified managers who improve the information environment of their companies. According to Demerjian et al. (2013), the quality of income increases in direct proportion to managerial skills, while Baik et al. (2017) state that organisational performance with strong managers has more predictable revenues.

The growth of interest in public sector management also reflects the intensified competition in selected aspects (Boselie and Thunnissen 2017) and the focus on a new direction of general management resp. New Public Management (NPM), which supports managerial and compelling logic, reflects growing pressures on accountability and the need to provide paid services (Culie et al. 2014). The development of agile leaders who can manage effectively in a volatile public sector environment (Barkhuizen, 2014) and the need for effective talent management to meet strategic goals (Tummers and Knies 2013) require a shift from traditional bureaucratic approaches to higher performance (McFarlane et al., 2012). Also, preliminary workplace design and the associated low utilisation of human capital potential can be transformed using the proper management methods (Kohnová et al., 2020). Implementing public sector performance is more challenging due to the tension between the traditional values of justice and equal opportunities in the public sector and the new NPM management agendas (Boselie and Thunnissen 2017). The goals in the public sector themselves are also more diverse, less tangible, and more challenging to measure, which complicates the implementation of individual procedures (Blom et al. 2020). In addition, resource constraints limit flexibility in implementing public sector performance practices (Grant et al. 2020).

There are some differences between performance and management in private companies and public administration. According to Papulova et al. (2021), the failure of the personal performance measurement system is due to individual factors, such as the unclear definition of the objective, insufficient support for implementation by management, and barriers related to the expertise of the staff involved in the process. However, the results themselves are more important than the

outputs, especially in the case of public administration, where it is often difficult to identify the benefits of work. The impact of outcomes on important areas (quality of life after discharge from hospitalisation or the level of job opportunities after graduation) is a more meaningful indicator of performance. However, this indicator is difficult to measure because it focuses mainly on social rather than economic impacts. Recognising such effects takes time and depends on a particular public authority (Hvidman et al. 2014).
The next level is public sector policies. The focus is on reforming public sector programs through performance management. Resource-based allocation in public administration is often associated with mandatory reforms (Bouckaert and Halligan 2008). On the one hand, public administration acted with low autonomy in setting strategic objectives and managing public resources. Second, it provided general managers with greater flexibility than the private sector in selecting individual performance and information indicators, regardless of the mandatory nature of such practices (Behn 2003). Specific policy sectors have been more affected in this respect than others. For example, centrally defined performance indicators directly affect the allocation of financial resources in health and higher education (Moynihan et al. 2010). Several methods can be used to evaluate the managerial performance process. We recommend the benchmarking method as one of them.
Benchmarking can be defined as a method or technique used to measure performance by comparing multiple units. Attention is focused on the specific methods of the selected entity to achieve improved performance. These are mutually learning bodies that improve each other in selected sectors. The primary task of this method is to apply selected steps of the observed organisation and thus achieve the desired results (Kotler and Keller 2007).
According to Lambe (2017), we classify the benchmarking process into six steps, and we can subsequently obtain added value from each of them. They belong here:

- goal setting,
- data collection and standardisation,
- comparison with the target group,
- identification of best practices,
- selection of change item for implementation,
- monitoring benchmarking progress.

Defining the individual formulas used in the Saaty matrix calculations within benchmarking is also important. We advise here:

$$s_i = \prod_{j=1}^{k} s_{ij}$$

Value j=1, 2, ..., k,
k= the number of individual criteria specified by the author,
Sij – individual criteria.

$$R_i = \sqrt[k]{s_i}$$

k= the number of individual criteria specified by the author.

$$v_i = \frac{R_i}{\sum_{i=1}^{k} R_i}$$

k= the number of individual criteria specified by the author,
i= 1, 2, ..., k.

In the benchmarking evaluation process, we must also define the point evaluation of individual categories. This process takes place using a questionnaire, interview or subjective assessment of the author. Subsequently, the determined number of points (Pi) is multiplied by the weight of the assigned criterion (Vi). This process fits into the formula Zi = Pi × Vi.
Next, the process of adding the obtained variable values Zi takes place. Using this sum, we can subsequently identify the resulting strength of the position of the examined local government bodies. We substitute the obtained values into M= Z1+ Z2+ Z3+ Z4+ Z5.

Data and methodology

The professional literature discusses the connection between managerial performance and a possible increase in work performance in the private sector. On the other hand, inequalities in public administration have not yet been described in more detail in our country and with a representative data set. For this study, we used data from our research on Managerial performance in the conditions of selected local government offices, which was implemented through the benchmarking method (Saaty matrix). Further, as an extension of the primary research, individual factors were identified in the investigated offices through the questionnaire method. Questionnaires were selected among all management and employees in the investigated offices. The data were weighted according to representation (population, number of departments, budget, etc.), representing managerial performance.
Subsequently, comparing the identified criteria depends on the author's subjective view. Individual measures were compared with sample data, and we determined the resulting values for the identified indicators. These values were subsequently implied into Saaty's matrix, with the help of which we decided on the following values defined at the examined offices. The source of information for managerial performance research is selected from documents, regulations standards and questionnaires, which serve as performance indicators in the given bodies.
Furthermore, it was essential to map the current state of managerial performance in selected Slovak cities and their bodies, analyse the development and benefits, and identify problematic areas of the specified systems and procedures for applying organisational performance. Subsequently, analyse the results of selected indicators, evaluate the positive and negative factors of individual indicators of organisational performance, point out problematic areas, and propose possible recommendations for improving the current system of managerial performance in the examined local government.
Summarising the acquired data and subsequent evaluation using the benchmarking method was essential. We used primary (questionnaire) and secondary sources of information (documents, regulations, and standards) and the benchmarking process implemented in the Saaty matrix for their implementation and finalisation. Using the data obtained, we found out what methods are used to examine managerial performance in specific offices, what standards the structure of individual indicators consists of, what parameters are monitored, etc. We also identified development, benefits, and problem areas in selected local authorities.

Benchmarking in the conditions of selected offices

We use the Saaty matrix, which contains equal columns and rows, to identify selected offices in Trnava, Nitra and Trenčín using specified weights and criteria. Subsequently, it is essential to define the chosen preference values. For this purpose, we use a point scale from one to nine in the Saaty matrix.

- 1 – the value of the set criteria is in balance,
- 3 – the first criterion is less important than the second,
- 5 – the first criterion is more important than the second,
- 7 – the first criterion is multiple times more important than the second,
- 9 – the first criterion is absolutely more important than the second (Čabyová and Ptačin 2014).

If necessary, according to Čabyová and Ptačin (2014), we can evaluate individual preferences and the so-called intermediate value, i., two, four, six or eight. Subsequently, comparing the identified criteria depends on the author's subjective view.
We classified the standard criteria into six directions and marked them from f1 to f6. We advise here:

- f1 – population of the city,
- f2 – number of municipal office employees (in per cent),
- f3 – the number of city office departments (in per cent),
- f4 – the number of applications processed in one year,
- f5 – the number of times we get feedback from employees in one year,
- f6 – number of electronic services provided.

	f1	f2	f3	f4	f5	f6	S_i	R_i	V_i
f1	1	3	3	3	3	3	243	2.49804953	0.3383122
f2	0.33	1	4	3	4	3	47.52	1.90317798	0.25774842
f3	0.33	0.25	1	3	3	5	3.7125	1.24435532	0.16852371
f4	0.33	0.33	0.33	1	5	2	0.35937	0.84318648	0.1141932
f5	0.33	0.25	0.33	0.2	1	3	0.016335	0.5037169	0.06821865
f6	0.33	0.33	0.2	0.5	0.33	1	0.0035937	0.39137249	0.05300378
								7.3838587	0,9

Table 1: Saaty matrix
Source: Authors

The authors subjectively evaluated the values of selected standard criteria using knowledge gained from the literature and official documents, such as annual reports, budget proposals, final accounts, questionnaires etc. We have defined points from one to three for the selected criteria. The values were represented in the municipal authority in Trnava as follows:

- P1 – 2
- P2 – 2
- P3 – 3
- P4 – 2
- P5 – 2
- P6 – 1

A calculation to obtain a benchmarking level:
M = Z1 + Z2 + Z3 + Z4 + Z5 + Z6
M = 1.77720765

The municipal authority in Trenčín obtained the following values:

- P1 – 1
- P2 – 1
- P3 – 1
- P4 – 2
- P5 – 1
- P6 – 2

A calculation to obtain a benchmarking level:
M = 1.16719694

The criteria at the Nitra municipality were defined as follows:

- P1 – 1
- P2 – 3
- P3 – 2
- P4 – 2
- P5 – 2
- P6 – 3

A calculation to obtain a benchmarking level:
M = 1.97243992

With the help of the subjective criteria chosen by the authors, the overall winner from the compared municipal authorities is the municipality in Nitra. In the individual scoring, this office was rated „1" only in the category of population, which is not directly affected by the performance of the office itself. Overall, the municipal authority in Nitra achieved the variable value of M, representing the ratio of the total points earned in terms of the set criteria, the value of M = 1.97243992. The municipal authority in Nitra has achieved more positive results, especially in the financing, providing electronic services, and the number of employees mediating public services to the population. The municipal authority in Trnava achieved an average benchmarking value of M = 1.77720765. It thus lags behind the municipality in Nitra only in minimal matters. It represents the dominant position in the examined parameters, especially in the number of departments. Regarding the benchmarking method of the compared offices, the municipal authority in Trenčín took third place. In practice, this means that the body lags behind the imaginary competition, especially in the number of departments, staff and the overall budget for the municipality. In the following part, we characterise individual proposals and recommendations for improving managerial performance in the researched local government bodies.

Discussion
The public sector and individual local authorities face several challenges related to organisational performance management, influenced by the history, administration, and overall culture of performance management within public authorities. In addition, different levels of employees, from management to regular employees, require establishing uniform performance management procedures. Among the identified key challenges that hinder effective managerial performance within the examined local government bodies (municipal authorities in Trnava, Nitra and Trenčín), we advise:

- ambiguity of the strategy and plan,
- delayed feedback processes,
- limited behavioural stimulus.

The first problem in performance management is the insufficient identification of goals, strategies and plans for this form of leadership. Many of the office's employees do not receive adequate communication from their managers regarding the organisation‘s specific process and measures required to contribute to these goals. This communication gap contributes to the mismatch between employee goals and the organisation‘s strategy. Many office staff are unaware of the institution's overall strategy and support plan. While such a factor is relatively common in the public service, we rarely encounter such a problem in the private sector. Therefore, employees do not have to have clearly defined objectives in the key priorities and consequently try to identify which initiatives should focus on achieving this plan. This process often results in employees spending time on activities that do not contribute to the organisation‘s programs or feeling overwhelmed without a clear sense of direction. However, the interpretation of the organisation‘s goals alone is not enough. To achieve a balanced performance, managers must lead employees to understand how their actions will proceed and thus influence these successes. The manager must show how the individual plans and personal goals are strategically aligned with the broader goals of the authority and consistently cascade this information to ensure that the strategies are aligned, understood and adopted by employees.

Leaders must create, replicate and strengthen the authority's strategy to motivate their team to meet their goals. Managers are responsible for communicating goals and priorities to their departments. They must ensure that staff understand how their work translates into achieving the institution's objectives. It is essential to identify and use all opportunities to communicate the goals. This process will help ensure that the strategy comes first for employees. This will help employees create a link and understand how their actions contribute to this plan. When communicating, they should always consider the employees' views on the issue and ensure that the body's strategy is adapted to their capacities. The more leaders can communicate with the perspectives of their employees, the easier it will be for the links between personal and organisational goals to take place, which usually leads to increased interest and performance itself. Cooperation with employees ensures development and career goals align with the organisation’s purposes. Partnering with a team manager is crucial because it helps achieve the goals. In addition to the steps above, managers must constantly involve their employees through formal and informal opportunities (e.g., meetings, lunches outside the headquarters) and communicate goals and how the employees fit into this plan. This method provides managers with ongoing coaching opportunities and allows employees to ask questions, clarify goals, and engage in two-way conversations.

Another decisive factor is the regular request and retention of feedback for the formal performance of the verification cycle. Public authorities' actual performance evaluation cycles vary within departments, agencies, offices, and even collective agreements may be different. Regardless of the process, there is room for management to improve in the industry to „store“ feedback or staff coaching opportunities, improving performance. While the performance control processes vary in the public sector, employees usually produce the standards they strive to meet. As the managers of the performance management process or their superiors require feedback only to a minimal extent (once or twice a year), it is relatively easy to improve. Managers often try to integrate both formal and informal types of feedback, risking that instead of a smooth performance response throughout the calendar year, they only get a time window in which employees provide feedback that is of little relevance to its timeliness. The performance situation, which may lead to an overall decline in the level of responsibility that employees have or feel, must be reflected at more regular intervals.

Conclusion

Managerial performance in the public sector is a blurry and elusive concept. Management performance alone may reflect the overall performance of the body. Achieving organisational goals is also closely related to managerial performance. Still, many focus only on the solo performance of the workforce, while administrative roles as leaders of organisations significantly impact decision-making. The leader needs to acquire more qualities and the emotional intelligence associated with making the right decisions to achieve the organisation‘s goals.

Achieving set goals and managerial performance are interconnected vessels. In a public administration, organisational performance is one of the essential factors that constantly increase the efficiency level in the provision of public services and, simultaneously, the complete functionality of public authorities. The presented article aimed to derive propositions and propose measures to streamline managerial performance in selected local government bodies according to the analysis of the current situation. Our research shows that the municipal authority in Nitra achieves the highest organisational performance among the compared offices. Among the dominant areas, we advise on financing, electronic services, and the number of employees whose role is to provide public services to the population. Using more agile methodologies, municipality managers in Nitra can increase performance through rapidly changing evaluation cycles. A clear timeline and support from senior management are essential if cooperation between relevant stakeholders in the department is to be improved. The municipal authority in Trnava lost some points compared to Nitra, especially in investing in the municipality’s property and the number of electronic services provided. It represents the dominant position in the examined parameters, especially in the number of departments. The municipal authority in Trenčín lost points in several categories. In practice, this means that the body lags behind the imaginary competition, especially in the number of departments, staff and the overall budget for the municipality. Increasing the implementation of employees into the work process, which takes place at the municipality in Trenčín, is possible with the help of stretch goals. Another way to increase managerial efficiency is to use digital platforms to share information, which will mean moving forward for public administration in the 21st century.

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Kľúčové slová / *Key Words* ——— benchmarking, managerial performance, Saaty matrix, municipal authority, government
benchmarking, výkonnosť manažmentu, Saatyho matica, obecný úrad, štátna správa

JEL klasifikácia / *JEL Classification* ——— H11, H79, M12, M31

Résumé ——— Výkonnosť manažmentu v podmienkach vybraných úradov miestnej samosprávy
Rozvoj a výkon zamestnancov v modernej organizácii verejnej správy podlieha určitým formám riadenia. Samotný proces riadenie výkonnosti je o stanovení výkonnostných štandardov, monitorovaní pokroku a budovaní relevantných plánov. Manažérska výkonnosť a jej riadenie je prezentované ako prínosný spôsob rozvoja zamestnancov. Riešenie interakcie medzi riadením výkonnosti a manažérskou autoritou je relevantné vzhľadom na empirický vývoj reformy riadenia výkonnosti. Prijímanie systémov riadenia výkonnosti vo verejnom sektore sa dlhodobo zameriavalo na vytváranie pokročilejších informačných systémov o výkonnosti, pričom sa zanedbávalo zvýšenie manažérskej autority. Hlavným cieľom predkladaného článku bolo podľa analýzy súčasného stavu odvodiť propozície a navrhnúť opatrenia na zefektívnenie manažérskej výkonnosti úradov v mestách Trnava, Nitra a Trenčín. V štúdií sme využívali na proces analýzy a následnej evalvácie stavu manažérskej výkonnosti vo vybraných orgánoch metódu benchmarkingu, kde sme formou Saatyho matice identifikovali jednotlivé faktory a charakterizovali systematické kroky metodického postupu. Pri tomto procese sme museli čeliť určitým obmedzeniam, ktoré súviseli s limitovaným prístupom k dátam. Hlavným prínosom tejto štúdie boli návrhy na zlepšenie úrovne manažérskej výkonnosti, ktoré môžu byť aplikované v orgánoch verejnej správy. Medzi primárne oblasti, kde bolo potrebné aplikovať zmeny, sme označili nejasnosť stratégie a plánu, oneskorené procesy spätnej väzby, zmätok ohľadom kolektívnych zmlúv a obmedzené behaviorálne stimuly.

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ANALÝZA POSTOJOV K PRINCÍPOM SPOLOČENSKEJ ZODPOVEDNOSTI A ICH UPLATŇOVANIE V PRAXI

Rastúci záujem o problematiku spoločenskej zodpovednosti je v posledných dvoch desaťročiach evidentný a to nie len pri pohľade na prax ale aj z vedeckého hľadiska. Predložený článok si kladie za cieľ analyzovať princípy spoločenskej zodpovednosti vymedzené normou ISO 26000 a to z dvoch hľadísk – postoje voči týmto princípom a ich samotné uplatňovanie. Takáto analýza je založená na spracovaní výsledkov prieskumu, ktorý bol realizovaný na Slovensku a mal za cieľ holisticky preskúmať väzby medzi princípmi, oblasťami, postupmi a rozhodnutiami vo vzťahu k spoločenskej zodpovednosti. Výsledky prezentované v tomto článku môžu prispieť do odbornej diskusie o súčasnom smerovaní spoločenskej zodpovednosti.

1 Úvod

Do popredia spoločenských a ekonomických tém sa v akademickom prostredí dostáva spoločenská zodpovednosť a spoločenská zodpovednosť podnikania (ang. CSR – Corporate Social Responsibility). Ide o koncept, ktorý prešiel od polovice minulého storočia významným vývojom, avšak jeho trvalým pilierom je uvedomenie si, že jednotlivci i skupiny (napr. podniky) sú súčasťou širšieho systému a ich správanie má dopad na tento systém. Výskum v oblasti spoločenskej zodpovednosti sa stáva jedným z hlavných spôsobov vymedzenia systémových koncepcií, ktoré následne môžu byť uplatňované v praxi.

1.1 Vymedzenie spoločenskej zodpovednosti

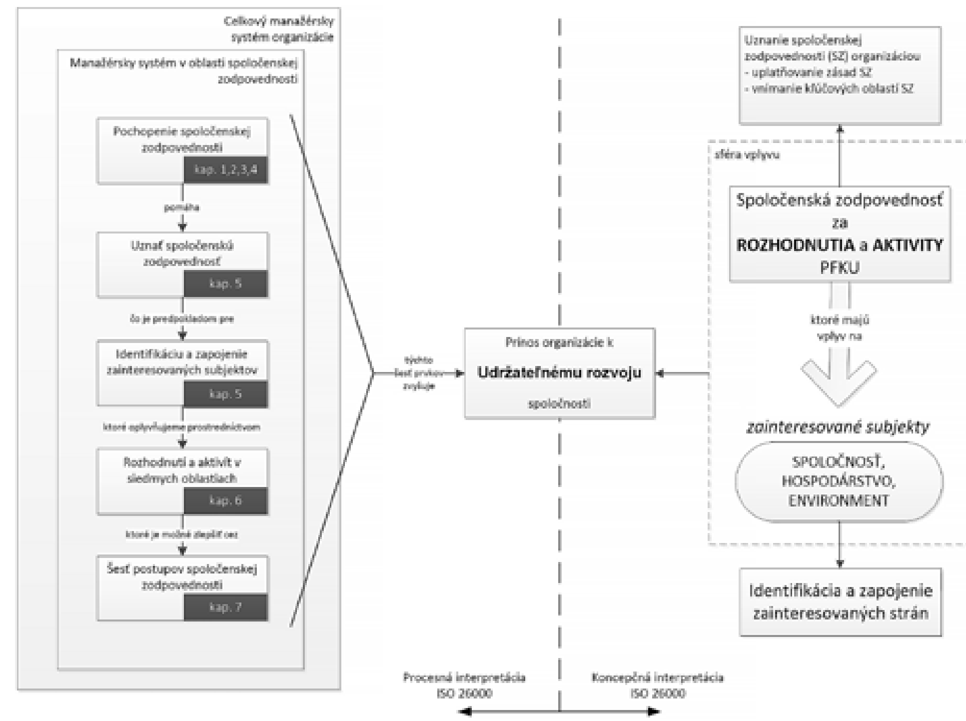
Termín „spoločenská zodpovednosť" možno v slovenčine nájsť aj pod inými príbuznými pomenovaniami ako napríklad „spoločensky zodpovedné správanie" alebo „spoločensky zodpovedné podnikanie".

Kľúčovým slovom je **zodpovednosť**. Podľa terminologického slovníka sa zodpovednosťou rozumie nesenie následkov za niečo. Tieto následky nie sú definované, avšak vo všeobecnosti sa následkami rozumejú efekty, ktoré prinesie určité konanie resp. nekonanie. Ak nebudeme polievať kvety v kvetináči tak zvädnú. Naše nekonanie viedlo k negatívnemu následku, za ktorý sme zodpovední. Druhým slovom je **spoločnosť**. Pod spoločnosťou sa zjednodušene rozumie súhrn spoločne žijúcich ľudí. Existuje nespočet pohľadov na definovanie spoločnosti (Dahlsrud 2008), no zväčša prevažuje rozsahové hľadisko (lokálne, regionálne, globálne). V slovenčine sa ešte pod spoločnosťou môže rozumieť združenie ľudí s určitým spoločným zámerom, pričom môže ísť o podnikateľské subjekty (napr. spoločnosť s ručením obmedzeným, akciová spoločnosť), alebo záujmové združenie (napr. spoločnosť priateľov krásnej literatúry, poľovnícka spoločnosť) či iné účelové spoločnosti (napr. združenie miest a obcí, združenie malých a stredných podnikateľov). Pre účely tohto článku však budeme pod spoločnosťou rozumieť súhrn spoločne žijúcich ľudí v tomto najširšom zmysle. Tretím slovom je **podnik**. Pod slovom podnik rozumie obchodný zákonník „súbor hmotných, ako aj osobných a nehmotných

zložiek podnikania. K podniku patria veci, práva a iné majetkové hodnoty, ktoré patria podnikateľovi a slúžia na prevádzkovanie podniku alebo vzhľadom na svoju povahu majú tomuto účelu slúžiť" (Obchodný zákonník 2020).

1.2 Princípy spoločenskej zodpovednosti podľa ISO 26000

Na jeseň 2010 bola vydaná medzinárodná norma „ISO 26000 Usmernenie k spoločenskej zodpovednosti", ako výsledok práce 450 expertov z 99 krajín a 40 medzinárodných inštitúcií. Táto norma bola prijatá do normalizačných sústav viac ako 80-timi krajinami a v súčasnosti patrí medzi najrozšírenejšie systematické prístupy v oblasti CSR na svete. Skupina slovenských autorov rozpracovala v roku 2014 prehľad základnej logiky normy ISO 26000, ktorá sa nachádza na obrázku 1.



Obrázok 1: Základná logika normy ISO 26000
Zdroj: Madzík (2014)

Princípy spoločenskej zodpovednosti predstavujú súbor zásad, ktoré sú výsledkom názoru o ich všeobecnej platnosti. V literatúre možno nájsť niekoľko štúdií, ktoré sa venujú zásadám (teda princípom) CSR, no nie vždy sú jednotné a preto aj výskum v tejto oblasti býva rôznorodý.

Princípy spoločenskej zodpovednosti majú organizácii pomôcť maximalizovať jej príspevok k udržateľnému rozvoju. Princípy uvedené v norme ISO 26000 sa netvária ako konečný zoznam zásad spoločenskej zodpovednosti (princípov môže byť viacero, ako uvádza táto norma), avšak mali by predstavovať najdôležitejšie východiská pre činnosti organizácie. Týchto princípov je sedem a sú nasledovné (ISO 26000, 2010):

• **Princíp č. 1: Zodpovednosť (ang. accountability)** – Organizácia musí byť zodpovedná za svoj vplyv na spoločnosť, hospodárstvo a životné prostredie. Zodpovednosť sa prejavuje v podobe povinnosti vedenia niesť zodpovednosť za rozhodujúce záujmy organizácie voči zákonom, spoločnosti, životnému prostrediu a ostatným zainteresovaným stranám (Wiesinger, Fratric a Uberwimmer 2021).
• **Princíp č. 2: Transparentnosť (ang. transparency)** – Organizácia musí jasne, presne a úplne a v primeranom a dostatočnom rozsahu zverejniť svoje stratégie, rozhodnutia a aktivity, za ktoré nesie zodpovednosť, vrátane ich známeho a predpokladaného vplyvu na spoločnosť a životné prostredie.
• **Princíp č. 3: Etické správanie (ang. ethical behaviour)** – Organizácia sa musí správať eticky. To znamená, že správanie má byť založené na hodnotách ako sú čestnosť, korektnosť a integrita, ktoré sa prejavujú v podobe záujmu o ľudí, zvieratá a životné prostredie a v podobe záväzku riešiť vplyv vlastných aktivít a rozhodnutí na záujmy zainteresovaných subjektov.
• **Princíp č. 4: Rešpektovanie záujmov zainteresovaných strán (ang. respect for stakeholder interests)** – Organizácia má rešpektovať a zohľadniť záujmy zainteresovaných subjektov a reagovať na ne. Tento princíp sa prejavuje v podobe štruktúrovaného prístupu k riadeniu zainteresovaných strán od ich identifikácie, vymedzenia ich záujmov, analýzy ich vplyvu na organizáciu, cez vzájomné väzby medzi jednotlivými záujmami až po zohľadňovanie týchto záujmov v aktivitách a rozhodnutiach organizácie.
• **Princíp č. 5: Rešpektovanie právneho štátu (ang. respect for the rule of law)** – Organizácia má akceptovať povinné rešpektovanie právneho štátu a nadradenosti práva nad jednotlivcom, organizáciou a aj samotnou vládou.
• **Princíp č. 6: Rešpektovanie medzinárodných noriem správania (ang. respect for international norms of behaviour)** – Organizácia má rešpektovať medzinárodné normy správania a zároveň dodržiavať princípy právneho štátu. Do tohto princípu možné zahrnúť aj spoluvinu, ktorú norma vysvetľuje ako účasť na konaní alebo zanedbaní konania, ktorá má podstatný vplyv na nezákonné konanie.
• **Princíp č. 7: Rešpektovanie ľudských práv (ang. respect for human rights)** – Organizácia má rešpektovať a podľa možností presadzovať práva stanovené v Medzinárodnej charte ľudských práv.

2 Metodika riešenia

Na to, aby sme pokryli cieľ tohto článku sme sa rozhodli využiť techniku dotazníka. Prieskum založený na dotazníkovom šetrení predstavuje v súčasnosti pomerne efektívny spôsob zberu dát s vynaložením primeraného úsilia. Výhodou tohto typu zberu dát je jednotná štruktúra umožňujúca využiť širšie analytické a štatistické možnosti. Ďalším, nemenej dôležitým aspektom, je možnosť osloviť relatívne veľký počet subjektov prakticky akéhokoľvek zamerania. Pre formuláciu konkrétnych otázok sme využili normu ISO 26000, ktorá obsahovala sedem princípov spoločenskej zodpovednosti.
Keďže najširšie analytické možnosti v dotazníku ponúkajú numerické odpovede otázok, rozhodli sme sa využiť súhlasný typ otázok. Ide o taký typ otázok, v ktorej je stanovený výrok, voči ktorému respondenti vyjadrujú mieru s akou s týmto výrokom súhlasia – napr. Vyjadrite prosím na stupnici od 1 (vôbec nesúhlasím) po 7 (absolútne súhlasím) mieru, s akou súhlasíte s nasledovným výrokom: „V našej organizácii sú zamestnanci odmeňovaní spravodlivo podľa ich usilovnosti a výkonov, ktoré dosahujú“. V našom dotazníku bola využitá 7-stupňová konfirmačná škála ako v predchádzajúcom príklade. Táto škála poskytne presnejšie dáta ako častejšie využívaná 5-stupňová Likertová škála a nie je až tak náročná na vypĺňanie ako napríklad 10-stupňová škála. V tabuľke 1 sa nachádza zoznam otázok použitých pri prieskume.

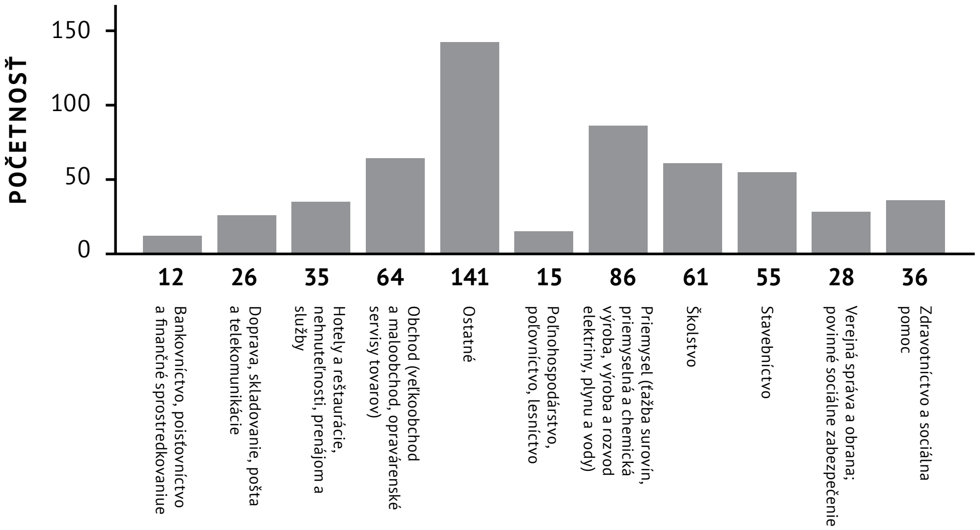
Kód	Princíp	Otázka	Hľadisko
Pr-01	1	Organizácia má byť zodpovedná za svoj vplyv na spoločnosť, hospodárstvo a životné prostredie	Vnímanie princípov
Pr-02	2	Rozhodnutia a aktivity organizácie, ktoré majú vplyv na spoločnosť a životné prostredie majú byť transparentné	
Pr-03	3	Organizácia sa musí správať eticky	
Pr-04	4	Organizácia má rešpektovať a zohľadňovať záujmy zainteresovaných subjektov a reagovať na ne	
Pr-05	5	Organizácia má akceptovať a rešpektovať zákony	
Pr-06	6	Organizácia má rešpektovať medzinárodné normy správania pri súčasnom dodržiavaní zákonov	
Pr-07	7	Organizácia má rešpektovať ľudské práva a uznať ich dôležitosť a všeobecnosť	
Pr-08	8	Snažíme sa eliminovať negatívny vplyv na spoločnosť, hospodárstvo a životné prostredie, ktorý môžu naše aktivity spôsobovať	Uplatňovanie princípov
Pr-09	9	Snažíme sa zverejňovať relevantné informácie pre tie skupiny, ktorých by sa naše aktivity mohli priamo alebo nepriamo dotýkať	
Pr-10	10	Snažíme sa správať eticky ku všetkým našim zamestnancom, partnerom, zákazníkom a ďalším zainteresovaným stranám	
Pr-11	11	Vieme, koho svojimi aktivitami priamo alebo nepriamo ovplyvňujeme a zohľadňujeme ich záujmy v našej činnosti	
Pr-12	12	Vždy dodržiavame zákony a nariadenia a informujeme o nich našich zamestnancov	
Pr-13	13	Vždy dodržiavame medzinárodne normy a zákony	
Pr-14	14	Vždy dodržiavame ľudské práva a snažíme sa zabrániť ich porušovaniu	

Tabuľka 1: Štruktúra zberu dát
Zdroj: vlastné spracovanie

Na analýzu výsledkov boli použité štandardné nástroje deskriptívnej štatistiky a zobrazenie výsledkov prebiehalo v prostredí SPSS Statistics. Z deskriptívnej štatistiky boli použité štandardné miery polohy (priemer), miery variability (štandardná odchýlka) a miery asymetrie vo vzťahu k normálnemu rozdeleniu (šikmosť a špicatosť). Vizualizácia výsledkov prebiehala formou dvojdimenzionálneho zobrazenia s využitím stratifikácie podľa kraju respondentov.

3 Výsledky

Prieskum prebiehal od 4. mája do 26. júna 2020. Výsledný počet zapojených subjektov predstavoval hodnotu 563 podnikov. Zo štatistického hľadiska tento počet reprezentuje pomerne spoľahlivú vzorku, na základe ktorej možno vyvodzovať závery a generalizovať zistenia. Do prieskumu bolo zapojených 563 organizácií, pričom majoritu tvorili organizácie pôsobiace v súkromnom sektore (75,8%) a zvyšný počet reprezentovali organizácie verejného sektora (22,0%). Taktiež bolo medzi platnými odpoveďami 12 dotazníkov, u ktorých nebol tento identifikačný znak vyplnený. Čo sa týka zloženia vzorky, treba uviesť, že približne kopíruje rozloženie zamestnanosti na Slovensku – podľa posledných údajov Štatistického úradu v prvom polroku 2020 zamestnaných približne 2,5 milióna ľudí, z ktorých približne 430 tisíc pracovalo vo verejnom sektore – čo reprezentuje 17,2%. Štrukturálnu stránku zapojených subjektov znázorňuje graf na obrázku 2.



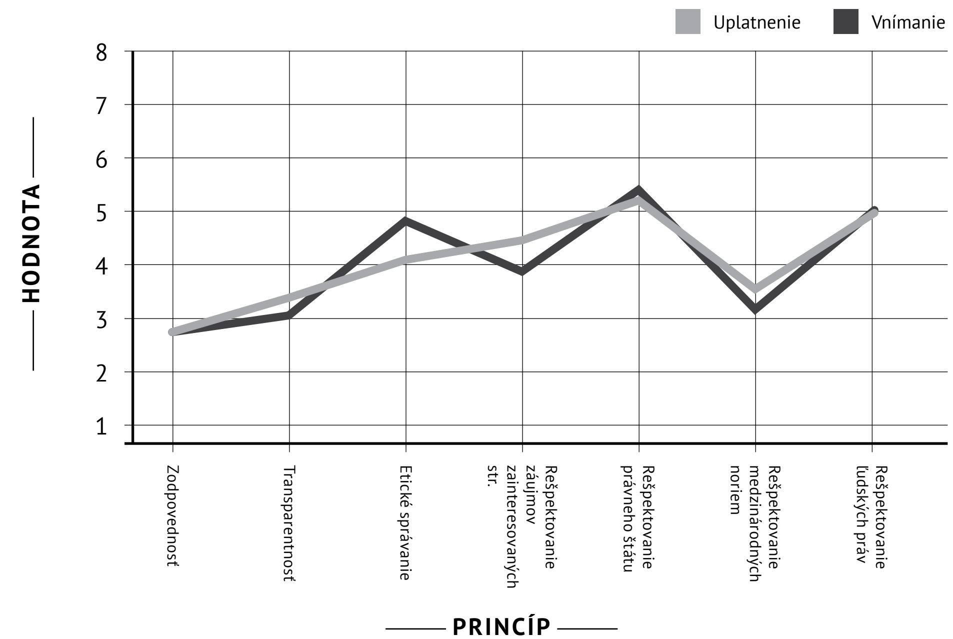
Obrázok 2: Štruktúra zapojených subjektov podľa odvetvia pôsobenia (ID-2)
Zdroj: vlastné spracovanie

Na hodnotenie vnímania princípov boli použité súhlasne formulované otázky. Napríklad princíp „Etické správanie“ bol v dotazníku preformulovaný na otázku tvrdenie „Organizácia sa musí správať eticky“, ku ktorému mal respondent možnosť sa vyjadriť v škále od 1 (úplne nesúhlasím) až po 7 (úplne súhlasím). Keďže bola použitá škála, výsledky bolo možné zobraziť viacerými spôsobmi. V nasledovnej tabuľke sa nachádza prehľad priemerných hodnôt dôležitosti princípov doplnený o ďalšie štatistické charakteristiky.

Princíp	Mean	Std. Error of Mean	N	Std. Deviation	Kurtosis	Skewness
Pr-01	2.70	.060	547	1.408	-.048	.678
Pr-02	3.06	.082	557	1.941	-.927	.531
Pr-03	4.88	.078	546	1.828	-.665	-.574
Pr-04	3.93	.062	547	1.441	-.527	-.110
Pr-05	5.49	.073	556	1.724	.321	-1.110
Pr-06	3.23	.075	555	1.759	-.871	.277
Pr-07	5.08	.078	556	1.847	-.612	-.676
Pr-08	2.73	.074	552	1.742	-.642	.652
Pr-09	3.39	.063	561	1.484	-.499	.254
Pr-10	4.14	.050	563	1.195	-.289	-.181
Pr-11	4.51	.076	561	1.793	-.818	-.287
Pr-12	5.23	.066	556	1.548	.127	-.805
Pr-13	3.54	.064	560	1.522	-.811	.114
Pr-14	4.94	.076	551	1.791	-.607	-.563

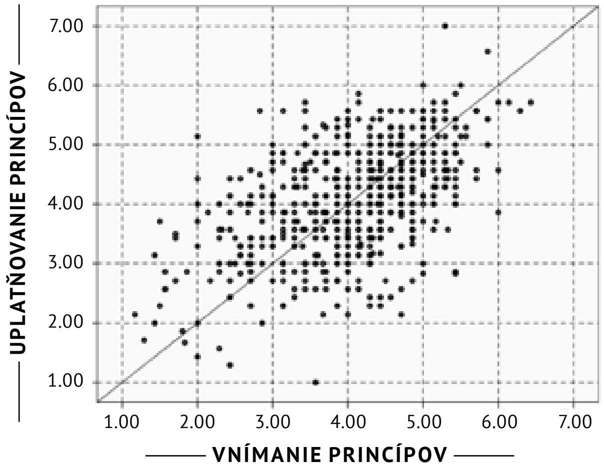
Legenda: Mean = priemer; Std. Error of Mean = štandardná chyba priemeru); N = počet platných odpovedí; Std. Deviation = štandardná odchýlka; Kurtosis = špicatosť; Skewness = šikmosť.
Tabuľka 2: Základné charakteristiky vnímania princípov spoločenskej zodpovednosti
Zdroj: vlastné spracovanie

Aby bolo možné porovnať celkovú mieru vnímania princípov s ich uplatňovaním, je možné využiť výsledky z tabuľky. Ak tieto výsledky doplníme o uplatňovanie princípov, môžeme získať grafický prehľad, z ktorého možno odvodiť ďalšie interpretácie. Tento prehľad sa nachádza na nasledovnom obrázku 3.



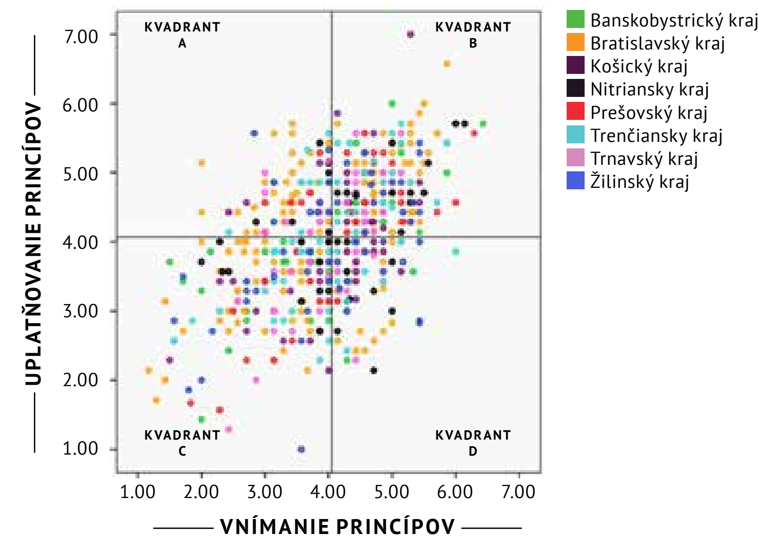
Obrázok 3: Porovnanie vnímania a uplatňovania princípov spoločenskej zodpovednosti
Zdroj: vlastné spracovanie

Z výsledkov je možné vidieť, že uplatňovanie princípov približne kopíruje mieru vnímania ich dôležitosti. Mierne odchýlky boli spozorované v dvoch prípadoch. Prvým je etické správanie, u ktorého sa ukázalo, že síce ho respondenti považujú za pomerne dôležité, nie vždy podľa neho konajú. Druhým je rešpektovanie záujmov zainteresovaných strán – tam sa naopak ukázalo, že i keď respondenti tomuto princípu neprisudzovali významnú dôležitosť, napriek tomu tento princíp dodržiavali. Pri tomto porovnaní je však potrebné uviesť, že ide o priemerné hodnoty všetkých respondentov. Ako sme však mali možnosť vidieť pri histogramoch, odpovede respondentov sa líšia, a preto by pre interpretáciu výsledkov bolo potrebné realizovať detailnejšiu analýzu.
V prvom rade by bolo potrebné sa pozrieť predovšetkým na závislosť medzi vnímaním dôležitosti princípov spoločenskej zodpovednosti a ich uplatňovaním v praxi. Základným nástrojom na preverenie tejto závislosti je korelačná analýza. Mieru závislosti sme určili na základe výpočtu Pearsonovho korelačného koeficientu, ktorý dosiahol hodnotu r=0,502 pri dostatočnej hladine štatistickej významnosti. Možno teda konštatovať, že medzi vnímaním dôležitosti princípov spoločenskej zodpovednosti a uplatňovaním týchto princípov existuje preukázateľný vzťah. Tento vzťah má strednú intenzitu – podľa veľkosti korelačného koeficientu – a je zobrazený na obrázku 4.



Obrázok 4: Vzťah medzi vnímaním dôležitosti princípov a ich uplatňovaním
Zdroj: vlastné spracovanie

V grafe vyššie možno vidieť dve osi, pričom každá z nich reprezentuje každé z dvoch hľadísk – vnímanie dôležitosti princípov spoločenskej zodpovednosti (os x) a uplatňovanie princípov spoločenskej zodpovednosti (os y). Keďže sme na hodnotenie týchto hľadísk využili identickú škálu od 1 po 7, môžeme zhodnotiť ich vzájomný vzťah na rovnakej báze. Body, ktoré sa v grafe nachádzajú predstavujú jednotlivých respondentov – teda týchto bodov je 563. U každého respondenta bola vypočítaná priemerná hodnota vnímania dôležitosti všetkých princípov (tá reprezentovala hodnotu x) a priemerná hodnota uplatňovania všetkých princípov (tá reprezentovala hodnotu y). Ak by existovala medzi oboma hľadiskami absolútna závislosť a respondenti by venovali uplatňovaniu princípov rovnakú vážnosť, akú im prisudzovali pri hodnotení dôležitosti, všetky body by sa nachádzali na diagonálnej čiare v tomto grafe a zároveň by bol korelačný koeficient rovný jednej. Teoreticky to možné je, no v praxi sa to prakticky nikdy nevyskytuje. Z grafu je však možné vidieť to, že zhluk bodov má určitý tvar – čiže body sa nachádzajú v blízkosti diagonálnej čiary. Znamená to, že vzťah medzi vnímaním dôležitosti princípov a ich uplatňovaním je pozitívny – čiže čím vyššiu mieru dôležitosti daným princípom respondenti prisúdili, tým viac sa tieto princípy rozhodli dodržiavať (a preto je aj hodnota korelačného koeficientu kladná).
Z výsledkov z predchádzajúceho grafu je však možné pozorovať a odvodiť aj ďalšie informácie. Rozloženie bodov naznačuje, že medzi respondentmi sa nachádzajú takí, ktorí nereprezentujú pozitivitu vzťahu medzi vnímaním dôležitosti a uplatňovaním princípov spoločenskej zodpovednosti. Znamená to, že niektoré podniky napríklad prisudzujú princípom dôležitú úlohu, avšak ich dodržiavanie je u nich na nízkej úrovni. Naopak sa v dátach nachádzajú aj také prípady, u ktorých podniky prisúdili princípom nízku dôležitosť, no napriek tomu uvádzajú, že ich uplatňujú. Keďže princípy spoločenskej zodpovednosti predstavujú základ pre oblasti, postupy a rozhodnutia, je mimoriadne vhodné, aby sme toto hľadisko preskúmali. Predchádzajúci graf sme prekreslili tak, aby rozdeľoval podniky do štyroch kategórií. Na to sme museli vypočítať priemerné hodnoty vnímania dôležitosti princípov a priemerné hodnoty uplatňovania princípov. Na základe týchto priemerných hodnôt sme do grafu pridali jednu horizontálnu čiaru a jednu vertikálnu čiaru. Horizontálna čiara bola na úrovni 4,051, ktorá reprezentovala priemernú hodnotu uplatňovania princípov spoločenskej zodpovednosti vypočítanú zo všetkých respondentov. Vertikálna čiara bola na úrovni 4,069 a reprezentovala priemernú hodnotu vnímania dôležitosti princípov spoločenskej zodpovednosti vypočítanú zo všetkých respondentov. Prekreslený graf sa nachádza na obrázku 5, z ktorého bola odstránená diagonálna čiara a boli pridané farby podľa kraja.



Obrázok 5: Vnímanie dôležitosti princípov a ich uplatňovanie – rozdelenie do skupín
Zdroj: vlastné spracovanie

Horizontálne a vertikálne čiary rozdelili graf na štyri zóny – kvadranty. Každý kvadrant má svoje charakteristiky a obsahuje určitý počet podnikov. Kvadranty sme pomenovali písmenami a v nasledovnom zozname ich pomenujeme aj slovne, keďže tieto informácie využijeme pri neskorších analýzach. Kvadranty boli nasledovné:

- **Kvadrant A „Pragmaticky zodpovední“**. Ide o skupinu podnikov, ktoré neprisudzujú vysokú dôležitosť princípom spoločenskej zodpovednosti, avšak napriek tomu ich uplatňujú. Dôvody na toto uplatňovanie síce nepoznáme, no môžeme sa domnievať, že zväčša pôjde o racionálne a pragmatické dôvody zamerané na fungovanie a ekonomické alebo mimoekonomické benefity, ktoré podniku vyplývajú z uplatňovania princípov spoločenskej zodpovednosti.
- **Kvadrant B „Skutočne zodpovední“**. Ide o skupinu podnikov, ktoré prisudzujú princípom vysokú dôležitosť a zároveň tieto princípy dodržiavajú. Nemožno síce presne zhodnotiť ich motívy, no môžeme predpokladať, že súbor ich morálnych postojov je konzistentný s ich správaním.
- **Kvadrant C „Zjavne nezodpovední“**. Túto skupinu tvoria také podniky, ktoré prisudzovali princípom spoločenskej zodpovednosti nízku dôležitosť a zároveň pri otázkach ohľadom ich uplatňovania uviedli nízke hodnotenia. Ide o tých, ktorí si teda podľa vlastných slov zjavne neosvojili myšlienku zodpovednosti.
- **Kvadrant D „Falošne zodpovední“**. Skupina podnikov síce deklarovala, že princípy spoločenskej zodpovednosti sú pre nich dôležité, no pri otázkach ich uplatňovania odpovedala v nízkych hladinách. I v tomto prípade možno ťažko jednoznačne určiť dôvody tohto zjavného rozporu, avšak z charakteru tejto skupiny možno vnímať určitú disproporciu medzi (deklarovanými) postojmi a reálnym správaním.

4 Možnosti riadenia princípov spoločenskej zodpovednosti

Princípy spoločenskej zodpovednosti predstavujú všeobecne platný súbor zásad, ktoré určujú smerovanie organizácie a určujú rámce jej správania vo vzťahu k interným ale aj externým zainteresovaným stranám. Princípy sú mnohokrát formulované síce významovo jednoznačne, avšak majú skôr všeobecný charakter a často môže dochádzať k problémom súvisiacim s praktickou aplikáciou princípov – teda toho, čo má jednotlivec alebo skupina robiť a ako to má robiť, aby daný princíp dodržiavala.

Princípy boli akademickým a praktickým svetom vymedzené nielen pre oblasť spoločenskej zodpovednosti, ale aj pre mnoho ďalších spoločenských či podnikateľských oblastí – personálny manažment, finančný manažment, logistika, riadenie výroby a pod. Princípy sú strategickým prvkom riadenia. Aby sme mohli vymedziť spôsoby riadenia princípov spoločenskej zodpovednosti, musíme si najprv uviesť súvislosti práve z disciplíny strategického manažmentu.

Základnými strategickými dokumentami podnikov by mali byť tri nasledovné: vízia, poslanie a stratégia. Všetky z týchto troch dokumentov by mali priamo alebo nepriamo obsahovať hľadisko hodnôt a zásad, ktoré sú pre podnik dôležité. Vízia predstavuje slovný popis toho, čím chceme ako podnik byť. Je to pomerne krátke konštatovanie, ktoré obsahuje určitý dlhodobý „vznešený“ cieľ. Poslanie predstavuje určité verejné vyhlásenie k čomu smeruje realizácia vízie podniku. V poslaní sa často uvádza vzťah ku zákazníkom, partnerom, k spoločnosti či životnému prostrediu (Jaderna a Volfova 2020). Stratégia je proces stanovovania cieľov organizácie, spôsobov ich dosahovania a vymedzovania zdrojov na ich dosiahnutie (Slávik 2013). Vízia je základom pre poslanie a poslanie je zase hlavným dokumentom pre tvorbu stratégie. Od stratégie sa následne odvíja tvorba čiastkových stratégií (napr. marketingová, finančná, obchodná), ktoré sú základom pre definovanie procesov a postupov na dosahovanie cieľov. Tieto zložky strategického manažmentu sú úzko previazané. Transformácia hodnôt a princípov do konkrétnych procesov a postupov je teda úlohou manažmentu každého podniku. Zastávame názor, že všetky princípy je v určitej miere možné transformovať do konkrétnych postupov a procesov tak, aby sa zabezpečilo, že princípy budú dodržiavané. Ak si zoberieme napríklad princíp transparentnosť, tak tento princíp môže byť základom pre viaceré aktivity vo vzťahu k našim zamestnancom (napr. postup upravujúci zverejňovanie pravidiel odmeňovania), k obchodným partnerom (napr. postup upravujúci periodické informovanie o pripravovaných zámeroch podniku), k spoločnosti (napr. postup upravujúci informovanie o našej činnosti alebo organizovanie diskusií s verejnosťou) a ďalším zainteresovaným stranám.

Princíp resp. zásada je vo svojej podstate ťažko merateľná entita. I keď sme v našom výskume použili pomerne zjednodušenú verziu „merania“ dôležitosti princípov a ich uplatňovania, pre systematické riadenie princípov by takéto zjednodušenie zrejme nestačilo. K tomu je potrebné vybudovať sústavu ukazovateľov alebo indikátorov umožňujúcich exaktne sledovať vývoj určitej oblasti súvisiacej so sledovaným princípom. Vyššie uvedená logika vízia-poslanie-stratégia v sebe nesie túto možnosť, keďže abstraktné zásady a hodnoty (teda princípy) konkretizuje na ľahšie uchopiteľné – a teda aj ľahšie merateľné – postupy a procesy. V literatúre sa možno stretnúť s princípom dekompozície cieľov organizácie. Ide o navzájom prepojený súbor strategických, taktických a operatívnych cieľov, ktoré vedú až k tomu, že sú stanovené tzv. kľúčové indikátory úspechu (ang. KPI – Key Performance Indicators) (Anand 2015). Oblasti merania spoločensky zodpovedných princípov teda musí predchádzať dekompozícia cieľov.

V predchádzajúcich odsekoch sme uviedli podstatné faktory vplývajúce na riadenie princípov spoločenskej zodpovednosti. Systém riadenia z pohľadu manažérskej vedy je však komplikovanejší a pokryť všetky aspekty manažérskej problematiky vo vzťahu k princípom spoločenskej zodpovednosti by bolo prakticky nemožné. V nasledovnom texte sa pokúsime uviesť niektoré súvislosti, ktoré sa vzťahujú na princípy spoločenskej zodpovednosti, ak by sme sa pozreli na ich úlohu v základných manažérskych funkciách: plánovaní, organizovaní, vedení a kontrole.

Plánovanie reprezentuje prvú manažérsku funkciu, v rámci ktorej sa určujú (1) ciele podniku, (2) prostriedky na ich dosiahnutie a (3) spôsoby ich dosiahnutia. Určovanie strategických cieľov v nadväznosti na poslanie organizácie a na princípy spoločenskej zodpovednosti sme si uviedli vyššie. Plánovanie princípov spoločenskej zodpovednosti v oblasti prostriedkov zahŕňa plánovanie zdrojov. Zdroje predstavujú periodicky využívané prvky systému riadenia, ktoré slúžia určitému účelu. Teória manažmentu pozná viacero prístupov ku klasifikácii zdrojov, no medzi najrozšírenejšie patrí štvorzložková klasifikácia pokrývajúca zdroje materiálne, finančné, ľudské a informačné. Plánovanie materiálnych zdrojov vo vzťahu k princípom spoločenskej zodpovednosti môže mať relatívne veľa podôb – plánovať sa môže napríklad využívanie techniky alebo technológie podniku pre verejnoprospešné aktivity, vyčlenenie časti produkcie pre nízkopríjmové skupiny obyvateľov, poskytnutie priestorov pre spoločenské udalosti, či tvorba informačných letákov s cieľom transparentného informovania verejnosti. Všetky takéto zdroje však musia reflektovať konkrétny cieľ, ktorý chce organizácia dosiahnuť. Ciele zase musia byť previazané s princípmi spoločenskej zodpovednosti. Plánovanie zdrojov teda priamo nadväzuje na určovanie cieľov, čo zase nadväzuje na princípy a ich dekompozíciu na detailnejšie a ľahšie uchopiteľnejšie prvky riadenia. Spôsoby dosiahnutia cieľov predstavujú tretiu zložku plánovania a pokrývajú cesty, akými sa organizácia rozhodne plniť ciele. Ide o súbor obsahovo aj časovo vymedzených aktivít. Aktivity sú nástrojom na dosiahnutie cieľov, avšak nie je ich možné plánovať predtým než budú ciele stanovené a budú na ich dosiahnutie pridelené príslušné zdroje. Plánovanie vo vzťahu k spoločensky zodpovedným princípom teda predstavuje systematický a dekompozičný proces, na konci ktorého sú vymedzené konkrétne úlohy a aktivity pre konkrétnych ľudí v konkrétnom časovom období.

Organizovanie predstavuje druhú manažérsku funkciu a je zamerané na (1) tvorbu organizačných štruktúr a (2) reálne plnenie plánov vymedzených v rámci fázy plánovania. Tvorba organizačných štruktúr reprezentuje súbor aktivít, ktorých cieľom je stanoviť hierarchické usporiadanie moci v organizácii. Pri budovaní organizačných štruktúr je potrebné zohľadňovať rozličné aspekty organizácie – jej veľkosť, zameranie, zákazníkov, prostredie, technologická úroveň a pod. Štruktúry by mali byť koncipované tak, aby boli jasne vymedzené právomoci a zodpovednosti jednotlivých jej prvkov. Prístupov k tvorbe organizačných štruktúr je relatívne veľa – od líniovej, funkčnej, cez divizionálnu, holdingovú až po projektovú a ďalšie formy a ich hybridné podoby. Vo vzťahu k spoločenskej zodpovednosti a jej princípom však zastávame názor, že nie je potrebné k tomu významným spôsobom upravovať organizačné štruktúry podnikov v podobe radikálnych zmien v rozsahu a zameraní organizačnej štruktúry. Čo je však podľa nášho názoru vhodnejšie je úprava právomocí a zodpovedností na príslušných stupňoch riadenia tak, aby boli s princípmi a spôsobmi ich napĺňania oboznámení všetci riadiaci aj výkonní zamestnanci. Napriek tomu, by sme na základe našich skúseností odporučili, aby sa v podnikoch vymedzila funkcia manažéra spoločenskej zodpovednosti. Personálna zodpovednosť za určitú oblasť je totiž jedným z najefektívnejších spôsobov dosahovania cieľov organizácie a zastávame názor, že to platí aj pre oblasť spoločenskej zodpovednosti.

Vedenie je treťou manažérskou funkciou a je zamerané na (1) usmerňovanie, (2) motivovanie a (3) podnecovanie ľudí k tomu, aby plnili vytýčené ciele. Všetky tri zložky vedenia úzko súvisia s vodcovskými schopnosťami manažérov. Vo vzťahu k princípom spoločenskej zodpovednosti by usmerňovanie zamestnancov malo mať podobu periodického odkazovania sa na princípy a zásady, ktoré pre organizáciu predstavujú základy jej smerovania vo vzťahu k ostatným zainteresovaným stranám (Reynolds a Yuthas 2008). Periodické, avšak účelné pripomínanie spoločensky zodpovedných princípov zvýši mieru stotožnenia sa s týmito zásadami. No efekt sa nedostaví bez motivovania. Motivovanie zamestnancov je z pohľadu manažmentu významnou zložkou riadenia a teória má rozpracovaných viacero motivačných prístupov, ktoré podľa nášho názoru

môžu byť vhodné pri aplikácii princípov spoločenskej zodpovednosti. Jedným z týchto prístupov je zapojenie pracovníkov (ang. employee involvement) – teda vytvorenie psychologického puta medzi cieľom organizácie a vlastnými potrebami. Manažéri by mali presvedčiť zamestnancov, že sú súčasťou niečoho zmysluplného a spoločensky prospešného, a že sa podieľajú na niečom výnimočnom, čo prinesie spoločnosti prospech. Motivovanie smerom k napĺňaniu princípov spoločenskej zodpovednosti môže pokrývať prvky sebaurčenia a vnútorných pohnútok jednotlivcov, no zároveň by im malo nechať priestor pre vytvorenie si vlastného názoru a vlastného postoja. Podnecovanie ľudí je treťou zložkou vedenia a predstavuje súbor periodických impulzov pre vykonanie určitých úloh. Motivačná teória XY hovorí o tom, že takéto podnecovanie môže prebiehať dvoma spôsobmi – systémom tlaku a systémom ťahu. Systém tlaku predpokladá, že zamestnanci majú odpor k práci a nechce sa im pracovať, a preto je potrebné ich pod hrozbou sankcií prinútiť k vykonaniu určitej úlohy. Naopak systém ťahu predpokladá, že zamestnanci sú dostatočne vnútorne stotožnení so svojou prácou a pre čo najlepšie výsledky je im potrebné rozviazať ruky. Každá organizácia je unikátna nielen s ohľadom na jej zameranie, štruktúru a prostredie v akom pôsobí, avšak aj kvôli jej personálnemu zloženiu. Spektrum osobností jednotlivcov je unikátne pre každú organizáciu a možno predpokladať, že oba typy ľudí (leniví a usilovní) budú v určitej miere zastúpení v každej organizácii. Je preto na manažéroch, aký motivačný prístup zvolia vo vzťahu k podnecovaniu dodržiavania princípov spoločenskej zodpovednosti.
Kontrola predstavuje štvrtú manažérsku funkciu, ktorej hlavným obsahom je hodnotenie plnenia (1) cieľov a (2) úloh. Plnenie cieľov je úzko previazané s plánovacou fázou, keďže v nej sa ciele stanovujú. Aby bolo možné kontrolovať napĺňanie princípov spoločenskej zodpovednosti, musí tomu predchádzať rozpracovanie princípov do cieľov cez víziu, poslanie a stratégiu. Nastavenie kontrolných mechanizmov (z obsahového hľadiska) na sledovanie, dodržiavanie a plnenie princípov je len veľmi ťažké zovšeobecniť tak, aby bolo platné pre akúkoľvek organizáciu, ktorá sa chce správať spoločensky zodpovedne. I napriek tomu však existuje procesné hľadisko, ktoré má manažment rozpracované relatívne komplexne. Ide o súbor postupov a krokov, v rámci ktorých sa definujú kľúčové indikátory výkonnosti (KPI), stanoví sa spôsob a frekvencia ich merania, monitoruje sa vývoj týchto parametrov v čase a výsledky monitorovania sú základom pre opravné a preventívne opatrenia. V princípe by mali byť nastavené KPI tak, aby bolo možné pri nich určiť cieľovú hodnotu. KPI tak môžu byť základom pre rozpracovanie cieľa súvisiaceho s konkrétnym princípom spoločenskej zodpovednosti na operačnú úroveň, kde môže byť cieľ ľahšie priradený konkrétnej osobe, ktorá bude za jeho dosiahnutie zodpovedná. S tým súvisí aj druhá zložka kontroly a to plnenie úloh súvisiacich s cieľom. Spôsoby kontroly plnenia úloh má manažérska prax relatívne dobre rozpracované. Pri zadávaní úloh potrebných na dosiahnutie cieľov je kritické, aby boli úlohy zrozumiteľné pre adresáta a aby boli jasne vymedzené roly zapojených pracovníkov pri plnení úlohy – napr. známa je metodika RACI, ktorá pri veľkom množstve úloh spresňuje roly pracovníkov prostredníctvom štyroch typov zapojení do úlohy: R – vykonáva (ang. Responsible), A – zodpovedá (ang. Accountable), C – konzultuje (ang. Consult) a I – je informovaný (ang. Informed). Popri rozdelení rolí je nevyhnutné, aby boli úlohy termínované, pričom prax ukazuje, že práve termínovanie úloh môže spôsobovať veľký zdroj budúcich problémov. Pri termínovaní sa totiž stretávajú dva protichodné postoje – postoj manažéra, ktorý chce mať úlohu splnenú čo najskôr a postoj vykonávateľa úlohy, ktorý chce prirodzene dosť času na jej splnenie. Termínovanie úloh spojených s napĺňaním cieľov spojených s princípmi spoločenskej zodpovednosti musí byť, rovnako ako v iných disciplínach, vecou konštruktívnej a kompromisnej diskusie.

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Kľúčové slová / *Key Words* ——— spoločenská zodpovednosť podnikov, CSR, princípy, prieskum
corporate social responsibility, CSR, principles, survey

JEL klasifikácia / *JEL Classification* ——— M10, M14, M31

Résumé ——— Analysis of attitudes to the principles of social responsibility and their application in the practice
This article aimed to analyze the principles of social responsibility defined by the ISO 26000 standard from two perspectives – attitudes towards these principles and their application. Research has shown that attitudes towards the principles of social responsibility can differ, and organizations can be grouped into several groups with regard to these differences. Based on a review of the assessment of the importance and application of the principles of social responsibility, we have named these groups as pragmatically responsible, truly responsible, manifestly irresponsible, and false responsible. Our management recommendations apply primarily to those companies whose level of identification with the principles of social responsibility is high and in line with their internal convictions. However, it is not excluded that certain positive effects would not be felt in other types of companies that would choose to respect our recommendations.

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A THEMATIC AND SENTIMENT ANALYSIS OF THE RELATIONSHIP BETWEEN RELIGION AND PURCHASE BEHAVIOR

With more than 70% of the world being religious, there is an urgent need for better understanding the relationship between religion and consumer behavior. The aim of this study is to analyze the purchase behavior of an air purifier for religious and non-religious consumers. This has been accomplished through 23 qualitative interviews using the mobile instant messaging interview method (MIMI). Using thematic and sentiment analysis, important themes were identified such as the pandemic, religion but also sentiments and purchase behavior patterns of an air purifier. Moreover, subtle nuances regarding the consumer behavior of the religious individual were discovered, such as frugality and the power of religious communities. Henceforth, this work has contributed to both academia and management, by analyzing different aspects of the relationship between religion and consumer behavior, using in depth qualitative methods.

Introduction ——— This paper has the goal of analyzing certain aspects of the relationship between religion and consumer behavior all in the final battle of the Covid pandemic in Romania. Religion can be considered one of the most important aspects of society, since more than 70% of individuals in the world are religiously affiliated (Pew Research Center 2017). Moreover, it is estimated that by 2050, the number of people religiously unaffiliated will drop to 13% (from 16% in 2010), according to Lipka (2015). Also, Pew Research Center (2017) estimates that by 2060, the world population will grow by 32%, reaching almost 9.6 billion people. Among these, Muslims are expected to grow by more than 70% since they have very high fertility rates. These numbers and predictions are a testimony of the magnitude of organized religion in the world.
But what exactly is religion, and can it even be defined? Oxtoby and Hussain (2010, 175) define it as a „sense of power beyond the human, apprehended rationally as well as emotionally, appreciated corporately as well as individually, celebrated ritually and symbolically as well as discursively, transmitted as a tradition in conventionalized forms and formulations that offers people an interpretation of experience, a guide to conduct, and an orientation to meaning and purpose in the world". Regarding consumer behavior, a sub-discipline of marketing with overarching influences in many areas such as psychology, economics, sociology and many more, Hawkins and Mothersbaugh (2010) define it as the study of individuals, groups, or organizations and the processes they use to select, obtain, use, and disperse products, services, experiences, or ideas to satisfy needs and the impact these processes have on the consumer and society. Two fields at first sight unrelated, but with a common denominator, the individual. Is there a connection between the two?

Many authors argue that there is. For example, the impact of religion on the economy can take many forms, one of which is the macro and micromarketing one. From a macro marketing view, religion can influence what, how, when, and where certain market transactions take place. For example, religion may prohibit or encourage the sale of certain products (e.g. banning alcohol or encouraging the use of certain products at certain times, such as eggs on Easter in selected countries) or limit when a product can be sold, like on certain holy days (Mittelstaedt 2002). From a micro perspective, religion influences an individual's core values, which in turn will influence certain aspects of consumer behavior (Kahle 1996; Minton and Kahle 2013; Kahle and Valette-Florence 2012; Hirschman 1983).
Other authors (Rinallo, Scott and Maclaran 2012; Minton and Kahle 2013) identified different interactions between religion and the marketplace such as: (1) the sacralization of the mundane (e.g., classic wine becomes sacred in some Christian traditions), (2) spiritual meanings assigned to consumption (e.g. collecting religious objects), (3) the commercialization of the spiritual (e.g. marketing of religious services, religious tourism), (4) consumption of spiritual goods (e.g. icons or statues of Buddha), and (5) adaptation to the sacred, which describes how businesses and politicians change practices and regulations to better serve religious consumers.
Minton and Kahle (2016) identified specific areas that interact and are influenced by religion. Ethics is one of the most intense studied fields of the relationship between religion and consumer behavior, largely because most of the world's religions have as a central part of their scriptures and teachings prescriptions and prohibitions related to the ethical behavior of adherents (e.g., don't steal, don't kill, don't lie, etc.). General shopping behavior is another area of influence of religion. For example, studies identified that Jewish consumers were more innovative and more likely to be opinion leaders compared to Catholic, Protestant, Hindu, Muslim or Buddhist consumers (Hirschman 1981). Other studies by Shachar et al. (2011) discovered that the more religious consumers are, the less likely they are to seek out branded products that contribute to self-esteem. Other researchers have identified differences related to product price, with highly religious Protestants more likely to seek out discounted products compared to less religious Protestants (Sood and Nasu 1995).
Sustainability is another area that can be influenced by religion, since followers of Western religions are expected to be the least sustainable (because they believe that the world is likely to end soon when a savior returns) compared to those of Eastern religions and non-religious people (White 1967). Thus, consumers from western religions have much lower sustainable behavior compared to those from eastern religions (Djupe and Gwiasda 2010; Wolkomir et al. 1997). Health is another area that seems to be heavily connected with religion, since faith and religion have a positive effect on all serious diseases, from cancer to cardiovascular illnesses and can even prevent or alleviate mental illnesses, from depression to dementia and schizophrenia (Koenig et al. 2012).
Some theories that explain the influence of religion on consumer behavior are (1) attribution theory, that posits that the source of consumer actions can be internal or external to them (Kelley and Michela 1980), (2) self-determination theory, that is related to individuals' motivations, which can also be external or internal (Deci and Ryan 2012). In (3) social learning theory, consumers learn attitudes and behaviors by observing those around them (Bandura 1971), making religious consumers that are close to their communities likely to behave similar to other members in their religious group. The theory of social relations (4) postulates that religious consumers may have more favorable impressions of companies or people in their (religiously affiliated) group and more unfavorable impressions of companies or people outside their group (Kenny and Voie 1984; Kenny 1994).
But still the relationship between religion and consumer behavior is one with many unknowns. For example Hood, Hill and Spilka (2009, p. 503) assert that „within the psychology of religion, the cry for a good theory remains at the level of cacophony" Mathras et al. (2016, p. 2) also admit that „studies of the effects of religion on consumer psychology and behavior are scattered and have yet to be systematized, and much more remains to be discovered and explained". More-

over, Agarwala et al. (2019, p. 14) state that „the knowledge on religion and its dimensions is at a preliminary stage, showing the need for more systematic research attention in the future".
Taking a stand on the need for more quality research analyzing the complex relationships between religion and consumer behavior, this paper has the goal of researching certain aspects regarding religion, religiosity, and the purchase behavior of a long term good, mainly an air purifier, all in the post-pandemic context of the Coronavirus crisis. To achieve this goal, the following research objective emerged:

• Identify different aspects of consumer behavior related to air purifiers;
• Discover certain links between religion and purchase behavior of air purifiers;
• Identify aspect of consumer behavior of respondents from different religious groups;
• Identify respondents' feelings related to air purifiers;
• Identify and analyze different themes that emerged from the current research.

Methodology

The participants were people over 22 years of age, men and women, permanent residents of Romania, with different religious choices. The selection criteria were for them to be family decision-makers and to have a stable income, thus being able to purchase an air purifier. Regarding religious affiliation, respondents belonging to three religious options were sought, as follows: (1) members of neo-protestant denominations, belonging to a religious minority in Romania, (2) members of the Orthodox Christian faith, being a religious majority and (3) atheists/agnostics, also a minority.
After screening more than 60 potential interview participants, 23 were selected based on the criteria outlined above. The participants had the following demographics: (a) 13 males (57%) and 10 females (43%); (b) 9 unmarried (39%), 5 married without children (22%), 5 married with children (22%) and 4 (17%) living with a partner; (c) 16 (70%) religiously affiliated, 7 (30%) not affiliated; (d) 4 (17%) Christian Orthodox, 11 (48%) Protestant, 8 (35%) atheist/agnostic; (e) 14 (61%) had a profound religious experience, 9 (39%) did not; (f) 8 (35%) had an extremely low religiosity level, 0 (0%) a low religiosity level, 6 (26%) a medium religiosity level, 6 (26%) a high religiosity level and 3 (13%) an extremely high religiosity level.
The data was collected through 45 open-ended questions segmented into several topics. The first one was the coronavirus pandemic, an issue of extreme importance in the lives of the participants. The second one focused on the purchase decision process for an air purifier, products that become extremely popular during the coronavirus pandemic, with people becoming very concerned about their personal health and the air they breathe (Sirtori-Cortina 2021). Topic three discussed religion from different points of view, from affiliation to religiosity, conversion, community and many more. The procedure used to collect the qualitative information was the mobile instant messaging interview (MIMI), a hybrid between an open-ended questionnaire and the diary method, in which the respondent keeps a diary to record certain feelings and behaviors. The MIMI data collection method was used successfully by many authors (Kaufmann and Peil 2020; Pearce, Thøgersen--Ntoumani and Duda 2019; Maeng et al. 2016; García, Welford and Smith 2016), providing rich qualitative data, making it an innovative and powerful research tool. The resulting data was then analyzed qualitatively using Nvivo 12, manually coding each line of text, thus achieving a complex thematic framework.
When researching the relationship between religion and consumer behavior, one important aspect that arises is determining what product or service to analyze. This research has used an air purifier as a basis, due to several reasons, as follows:

• Prominent researchers also used "brown goods", which are durable electronics, such as television sets or stereo systems (Bailey and Sood 1993; Essoo and Dibb 2004) to analyze the relationship between religion and consumer behavior;

• The product used should be "free of religion" in order to identify if religion does influence aspects of consumer behavior that go beyond religious products and services;
• Analyzing a product or service that has religious connotations can be highly dependent on a certain religious denomination (most of them are), thus the results might be biased or may pertain to only that particular religious group;
• Air purifier products are closely tied to health prevention, and the scientific literature shows a very powerful indirect connection between religion and health (Koenig et al. 2012);

Marketing and consumer behavior has changed dramatically during the Covid 19 pandemic (Štrach 2020b, 2020a), making air purifiers very sought after products by consumers (Sirtori-Cortina 2021).

Results

After coding and analyzing the data, the main themes of the interviews emerged as well as several sub-themes. Thus, five major themes were identified, as follows: (1) Pandemic; (2) Religion with sub-themes (2.1.) Inputs and (2.2.) Outputs; (3) Air purifiers, with sub-themes (3.1.) How they should be, (3.2.) What they should do (3.3) Influences; (4) Top of mind – in which participants were asked to write down the first words they associate with a person who uses air purifiers. This theme was divided into Positive (4.1.) and Negative (4.2.) traits. The last theme was the sentiment analysis for air purifiers (5) which was also divided into Positive (5.1.) and Negative (5.2.). All the themes were organized using the thematic framework in figure 1.
The pandemic theme used certain codes to analyze the data, and these were stress and frustration, faith and hope, taking care of health and people close by. Thus, almost all participants experienced negative feelings related to the pandemic, ranging from panic to outrage. These findings are in line with those of other researchers who examined aspects of the pandemic, finding extremely high levels of stress, similar to post-traumatic shock (Rossi et al. 2020; Rodríguez-Rey, Garrido-Hernansaiz and Collado 2020; Salari et al. 2020). Almost all the participants had an increase urgency to take care of their health, much more than the recommended measures. Also, the relationship between loved ones was important, since the lockdown has physically separated people, putting a toll on relationships. The religious individuals relied heavily on their faith, using prayer and other religious support mechanisms, bringing them hope in those stressful times. This is in line with the scientific literature which also found that during crises, religious people turn to their faith for help (Bentzen 2020; Jafari 2011; Koenig et al. 2012). Some extracts that exemplify this are:

„…I reflected on my life …what I had to change. There was a lot of prayer together, even though we were at a distance. I re-evaluated my values…and realized what a resource my faith is for me." Ariana (Orthodox Christian)

„Yet the hope that God is watching over us, despite the reality that is, gave me strength to move forward." Joanna (Evangelical Christian)

When discussing the religious theme, one of the aspects observed was the reluctance of some respondents and the extreme openness of others. Thus, the non-religious participants seemed disturbed and annoyed by questions about religion. This is in line with the view of other researchers (Mathras et al. 2016) who found religion to be a taboo and difficult topic to analyze. On the other hand, religious participants were extremely open to discussions, regardless of the affiliation. They seemed genuinely proud of their affiliation and characterized their relationship with the divine using terms such as „…it gives you a direction in life" (Andreea C.), „… uninterrupted and personal relationship, based on the permanent presence of God within me" (Claudiu), „…my identity in Christ" (Andreea V.), „…God is within me" (Ariana).

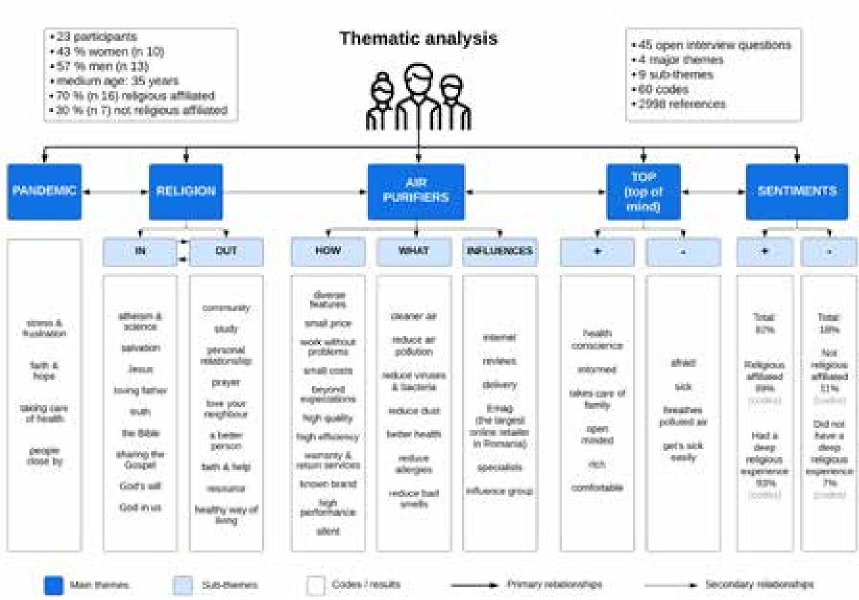

Figure 1: Thematic framework
Source: Author

Two subthemes of religion were identified, namely, inputs and outputs. The inputs subtheme attempted to identify aspects that could be considered determinants of religion and religiosity. The codes identified with religious inputs were atheism & science, salvation, Jesus, loving father, truth, the Bible, sharing the Gospel, God's will, and God in us. Outputs are characterized by behavioral changes of the participants because of their religion with the following codes being observed: community, study, personal relationship, prayer, love your neighbor, a better person, faith & help, resource, healthy way of living. The results entail that the religious person is one of prayer, community and study, having a deep personal relationship with God. This relationship in turn is having a positive transformational effect of his live, with some extracts mentioning the following:
„*God changed my life through His Word*.“ (Marinela, Evangelical Christian)
„*(my religion)... you could say that it changed my life*.“ (Cristina, Evangelical Christian)

The air purifier theme was divided into three sub-themes, namely: how they should be, what they should do and influences. Regarding how they should be, the following codes emerged: diverse features, small price, work without problems, small costs, beyond expectations, high quality, high efficiency, warranty & return services, known brand, high performance and silent. Relating to what they should do, the following codes were used: cleaner air, reduce air pollution, reduce viruses & bacteria, reduce dust, better health, alleviate allergies and alleviate bad odors. The final subtheme was that of influences regarding the purchase decision process, and for this the codes created were the internet, reviews, delivery, Emag (the largest online retailer in Romania), specialists and influence groups.
The analysis between the religious and non-religious participants regarding the attributes sought after in an air purifier indicated a greater bias towards low prices and costs among religious people. These findings are in line with the ones of other researchers, attributing frugality and economic behavior to religious consumers, making them reluctant to acquire economic goods

and when they do obtain them, they use them as economically as possible, maximizing the money spent (Sood and Nasu 1995; Essoo and Dibb 2004; Mokhlis 2006, 2009; Belk 1983).
The top-of-mind theme (TOP) was created after asking participants to write down the first three to five words they associate with a person using an air purifier. According to our analysis, a person who uses an air purifier has both positive and negative traits. With regards to the positives, he/she is health conscience, informed, takes care of family, is open minded, rich, and comfortable. When it comes to the negative aspects, he/she is afraid, sick or gets sick easily and breathes polluted air. Nonetheless, the code frequency for the positives greatly outnumbered that of the negatives, as it can be seem from the sentiment analysis.
Sentiment analysis was also performed, manually coding positives and negatives sentiments about air purifiers in Nvivo. For example, the text „*I find them useful for small, unventilated spaces* (Narcis)“ was coded as positive, whereas extracts such as „*I don't think I will use this type of products any time soon* (Adrian)“ were coded as negative. Thus, it was possible to quantify how many references (number of times the codes were used) were positive and how many negative, thus extracting the respondents' feelings. Most of the codes regarding sentiments were positives (82%), much more so for the religious affiliated (89%) and for participants who had a deep religious experience at some point in their lives (93%).

Discussion
The qualitative analysis of the 23 interviews using thematic and sentiment analysis provided interesting insights into aspects regarding religion, consumer behavior and the buying behavior of air purifiers. Overall, air purification products seem to be well received by consumers, with 82% of participants having positive feelings about them. But nevertheless, the expectations that consumers have about what these products should do are extremely high, and to satisfy them, air purifiers need to be well above expectations. The internet, large online stores and reviews have been identified as extremely important, both in the information gathering step but also when it comes to acquisition. The opinion of others, whether digital in the form of reviews or traditional, through reference group members is also a key factor in the decision process for acquiring an air purifier.
According to the stages of the purchasing decision process identified by researchers such as Hawkins and Mothersbaugh (2010) or Cătoiu and Teodorescu (2007), the following aspects were discovered about the purchase of an air purifier:
(1) *Unmet need* occurs as a result of polluted air, indoor dust, allergies, wanting to eliminate unpleasant odors, the desire to be healthy and to protect ones family;
(2) *Researching information* takes from a few hours to a few weeks, starts with internet searches and relies heavily on the opinions of others in the form of reviews, reference groups and specialists;
(3) *Evaluating the alternatives* are done through reviews, price, future costs, the brand, the quality, and the variety of features. Also, the product should function properly and exceed expectations. This is mostly done using the internet and large online retailers;
(4) *Result of the evaluation* shows that once chosen, the product will be ordered online and aspects such as free delivery and return policies are very important;
(5) *Post-purchase evaluation* discovered that the product will be returned if it does not live up to expectations or if it does not work properly. If it exceeds expectations, the consumer will tell others about it through word of mouth and online reviews.

Regarding religion, the faithful person is one of learning, study and community, aspects that can have an influence on his buying behavior. The religious person tends to deeply analyze topics and products of interest, with many religious participants stating that they would take even a couple of weeks to analyze the purchase of an air purifier. Another key aspect of the religious person is the

importance of community, most of them having close relationships with other members of their religious group, this being also in line with other authors (Bandura 1971; Mathras et al. 2016). Another aspect identified with consistent scientific support (Agarwala, Mishra and Singh 2019) is the frugality and economic behavior of the religious individual, who places high value on aspects such as price, subsequent costs, consumables and free delivery. Thus, the religious person is a demanding consumer, extremely careful with money, analyzing in detail and over a long period of time all key aspects of a purchase. Another characteristic of the religious man is a diminished fear of illness and viruses, which is one of the key selling points of air purifiers. Although they are interested in protecting their health, they do not seem to do so out of fear, with almost all religious respondents stating that they rely on God for protection. Thus, there seems to be certain distinct consumer behavior patterns of the religious individual, or *homo religious* (van der Leeuw 1933).
This study has brought forth a series of contributions, both to academia and to the commercial aspect of marketing. First, it added more knowledge to the under researched area of religion and consumer behavior, a topic strongly needing more studies. Secondly, it has done so using a qualitative approach, uncovering subtle nuances of the consumer behavior of the religious individual. Thirdly, the results provided meaningful and actionable tactics for companies producing and selling air purifiers, a segment extremely popular after the Coronavirus pandemic.
Far from perfect, the current research is limited, having a very specific product for analysis that might influence in part the results. Also, the number of interviews was limited to only 23 and due to the qualitative type of data, no statistical analysis could be performed. Future works can analyze other aspects regarding the relationship between religion and consumer behavior, also using other types of products and services, thus largening the knowledge that still is in its infancy. Also using in-depth qualitative data can give subtle insights into the consumer behavior of the religious man, aspect that might not be perceived by a purely quantitative design. As one religious song goes, the fields are ready for harvest, but the workers are so few, as this is also the case with regards to the research between religion and consumer behavior.

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Kľúčové slová / *Key Words* ——— religion, consumer behavior, thematic and sentiment analysis
náboženstvo, spotrebiteľské správanie, tematická a sentimentová analýza

JEL klasifikácia / *JEL Classification* ——— M31

Résumé ——— Tematická a sentimentová analýza vzťahu medzi náboženstvom a nákupným správaním
Keďže viac ako 70% sveta uznáva náboženstvo, existuje naliehavá potreba lepšie pochopiť vzťah medzi náboženstvom a správaním spotrebiteľov. Cieľom tejto štúdie je analyzovať nákupné správanie náboženských a nenáboženských spotrebiteľov pri kúpe produktu – čističa vzduchu. To sa dosiahlo prostredníctvom 23 kvalitatívnych rozhovorov pomocou metódy mobilných okamžitých správ (MIMI). Pomocou tematickej a sentimentovej analýzy boli identifikované dôležité témy ako pandémia, náboženstvo, ale aj pocity a vzorce nákupného správania čističa vzduchu. Okrem toho boli identifikované jemné nuansy týkajúce sa spotrebiteľského správania náboženského jedinca, ako je šetrnosť a sila náboženských komunít. Výstupy tohto príspevku môžu prispieť akademickej obci aj manažmentu organizácií. Ponúkajú sa výstupy analýzy vybraných aspektov vzťahu medzi náboženstvom a správaním spotrebiteľov pomocou využitia hĺbkových kvalitatívnych metód.

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BUILDING-AS-A-SERVICE: THE OPPORTUNITIES OF SERVICE-DOMINANT LOGIC FOR CONSTRUCTION

Construction as one of the largest industries worldwide is not necessarily a frontrunner in the application of digital technologies, tools, procedures, and processes. This has been demonstrated in innumerable reports and scholarly work. The industry has a reputation for delivering projects late, over budget and with improvable quality; all of this combined with a certain digital ignorance. Moreover, it is known for having a Goods-Dominant Logic, which is focused on distribution and management of tangible units of output. This is combined with Taylorism resulting in separation of the role of managing the work from the actual execution of work. The planning and erection of a building is cross-cultural, cross-country project setting due to the diverse nature of the industry and its globalised value chain.
Building Information Modelling (BIM), a three-dimensional representation of information including its corresponding management in asset's life cycle is considered as one of the enablers for the digital future of construction. However, the development of service-dominant logic within the construction industry has not kept pace with technological and technical possibilities or is not discernible. This is based on a very traditional approach of money for goods which in this case means money for planned and built assets. Service as a unit of exchange is very rarely considered in the sector. As has been shown in other sectors, this can lead to further (more profitable) business models and further increases in efficiency and effectiveness.
The aim of the paper is to show the opportunities that exist if buildings are not considered as amalgamation of materials and goods but as a service model. The paper shows what Service-Dominant Logic (SDL) in combination with BIM could offer to the industry and discusses the term Building-as-a-Service (BaaS) from an SDL perspective.

1 Introduction ——— Construction industry is not intertwined with digital advancements, as shown in various reports and scholarly work, such as Egan 1998; Farmer 2016; Wolstenholme 2009; Wu et al. 2021. This status quo, in addition to low productivity and efficiency gains in recent decades, has led to the construction industry having a reputation for being digitally ignorant due to its handcrafted products and not service-centered (Bertschek, Niebel and Ohnemus 2019; Gallaher et al. 2004). Moreover, a certain degree of reluctance to embrace information management over the life cycle (Borrmann et al. 2018, pp. 2-5) completes the unfortunate picture of the industry. The first normative approaches were taken by means of ISO standards, such as the 19650 series (International Organization for Standardization 2018). Initial approaches are discernible, such as the consistent, lifecycle-based approach of Building Information Modelling (BIM). Information management with its constant exchange of data also requires a service orientation in addition to communication and collaboration. However, it will be considerable time before a holistic information management is implemented at national and more importantly, project level. For the necessary increase in efficiency and effectiveness in the construction industry, it is purposeful to think about a combination of information management and service-dominant logic in order to provide services along the value chain and, above all, for the customer.

2 Construction

2.1 Status quo

The construction industry is subject to many suggestions for improving of its digital capabilities and the obligatory improvements for the efficient and effective completion of tasks and projects over the life cycle (Zinke, Rifai and Liebchen 2021, pp. 6-8). Construction is considered an „incidental innovator" with unstructured innovation, a lack of innovation strategies and innovation organisation (Pohl and Kempermann 2019, p. 6). Overcoming this status quo here requires emphasising standardisation through innovative information management based on Building Information Modelling and the underlying logics for structuring and allocating data (Kern 2019). Focusing on the availability of data over the life cycle is a first step towards a service-oriented logic in the industry to be able to create further innovations (cf. the fundamental work of Ingram 2020, pp. 213-234).

2.1.1 Building information modelling (BIM)

Among market participants and researchers, BIM is described as a disruptive information and communication technology within the construction industry, enabling project teams to manage a project via a model-based cooperative approach (cf. Ma et al. 2018). Data that provides the basis for the provision of services, such as planning, construction and facility management services, is stored on a common data environment and made available to everyone as a trusted information, called „single source of truth" (Deubel 2021, pp. 114-116). This is normative backed in ISO 19650 (International Organization for Standardization 2018, p. 13), defining BIM as

„use of a shared digital representation of an asset to facilitate design, construction and operation processes to form a reliable basis for decisions".

In this definition, the holistic lifecycle approach and the need to make decisions on a reliable (data) basis are particularly noteworthy. This can only be achieved by the mean of a structured information management as discussed by Cerovšek 2021. Studies show significant savings in terms of costs and schedule with an increase of quality of the erected asset (amongst others Bryde, Broquetas and Volm 2013). This leads to the necessities of communication and teamwork skills as well as computer skills in practice for construction professionals (Becerik-Gerber et al. 2012; Kim, Mostafa and Park 2022). The use of data-based methods in the construction industry is not prevalent and has not evolved organically in the industry (Harkonen, Mustonen and Haapasalo 2020) but has primarily been passed within an organisation from project to project or within a team (Radley and Lever 2018).
However, this may only be the beginning of the digital transformation in the sector, which some see as the heralds of an Industry 4.0 movement in the construction industry (Bolpagni, Gavina and Ribeiro 2022; Casini 2022). Here, the approaches of Industry 4.0 are based, among other things, on the constant availability and exchange of data, automation and a high level of service provision (Heßler 2019). An emerging question is in what period can the construction industry make the leap from a process- and phase-driven, craft-based industry to a highly automated, digitized, service- and data-driven industry? For this change in approach and implementation of projects, it would be a possibility to emphasize the service-oriented approach, as described by Lusch and Nambisan 2015. They authors describe it as „innovation as collaborative process occurring in an actor-to-actor network, [...] application of specialized competences for the benefit of another actor [...] and resource integration". Considering the aforementioned prerequisites and the requirements for a service-oriented approach, BIM can serve to overcome gaps along the way in the sense of a communication- and collaboration-supporting technology (Demirkesen and Tezel 2021).

2.1.2 Building-as-a-Service (BaaS)

The approach of understanding buildings not only as an amalgamation of materials and labour, but as a service-based approach to the provision of needs and functions is subject to scientific investigation. Therefore, there are yet few, overarching, holistic approaches to this term. In the context of construction, the term "BaaS" is strongly influenced by the required energy performance of assets. Rodriguez Santiago et al. 2014, p. 783 describe it as a

„system which aims to optimize energy performance in the application domain of non-residential building [sic!] in operational stage".

This definition relies on a technical/technological idea that does not imperatively address the basic functions of a building as proposed by Asadian, Azari and Vakili Ardebili 2018, p. 92: structures, systems, services, management and the interrelationship between them. Thus, it is not about the service(s) IN a building, but ABOUT the building as a service-dominant logic-based asset. In this context, a (commercial) building is understood to mean the following:

„whole building or structure or unit of construction works, or a system or a component or part thereof" (International Organization for Standardization 2017).

The Suffix „as-a-Service" can be defined according to Fehling and Leymann 2018 and adjusted to the context as

„demand-oriented deployment of resources respectively assets. Costs for these resources arise mainly from their use (OPEX) [...] with usually no costs for their initial acquisition (CAPEX)".

The concept is comparable to a conventional tenancy. However, it differs in that the cost and ownership responsibility changes. The client as owner and investor used to have a cost-relevant influence in the planning and realisation phase. With the discussed approach, the costs for investment, planning, construction and operation are now transferred to the planners and constructors of the buildings. This changes the role of the "classic" building owner as investor and later operator; they become the user of a building with significantly lower financial obligations.
Construction companies, in contrast, will increasingly become intermediaries and provide services related with the temporary use of assets – and become a comprehensive real estate provider. The consequence is a shift in the financial risk of erecting an asset in the value chain and is likely to lead to a more service-oriented perspective due to a higher degree of collaboration and knowledge exchange (Schönbeck, Löfsjögård and Ansell 2021). Construction companies must endeavour to make these buildings rentable and to offer attractive services

behind them. The provision of assets could be compared to pop-up stores that are given to companies to and for certain times, e.g., for interim use, or in the case of BaaS for medium to longer-term use.

2.1.3 Service-dominant logic (SDL)
Bitner, Ostrom and Morgan 2008 see services as processes, characterized by their

„dynamic, unfolding over a period of time through a sequence or constellation of events and steps [...], a chain of activities that allow the service to function effectively".

The construction industry faces a particular contradiction in this context. Construction (including real estate, infrastructure and related services) contributes on average 5-15% of the national GDP of most countries in the world (UNECE 2021) and yet has the reputation of being one of the most indolent sectors in terms of developing service approaches with the first study in this context conducted Sivunen et al. 2013. The industry faces a paradox: It is a service-driven industry, but at the same time it is a project-based industry that is known for not having a high customer (respectively client) satisfaction rate (Nzekwe-Excel 2012).
However, this state of lack of customer satisfaction and lack of service need not remain a dichotomy (Kärnä, Junnonen and Kankainen 2004). The predominant model of classical barter is "goods for money". These goods are mostly manufactured, easily tradable products, which are offers which render services which create values (Gummesson 1995). According to Lusch and Vargo 2004, the primary focus in this logic is on material resources, values, and transactions. They point to an evolution of this traditional logic and a change in focus to intangible resources, value creation and relationships, and an emphasis on providing "services for money", respectively „buildings for rent" in a BaaS context.
Smyth 2015, pp. 231-240 points out that in construction several features that SDL draws particular attention to are neglected, which is supported by Syben 2018, pp. 196-197. Instead, the focus is more on the negative characteristics:
• focus on surface appearance of market demand,
• overvalue tangible contents,
• undervalue service contents,
• view as provider/producer rather than co-creator and
• undervalue client perception of value.

Chapter 2.2 describes these opportunities and their added value for the construction industry. The fundamentals of the SDL and its applicability in construction make it purposeful for the construction industry to focus on these values as well. This is partly already observed, as discussed by Preuß and Schöne 2016, p. 5, but this slow change still contrasts with an administrative rather than a service culture.

2.2 Opportunities
It should be emphasised that there is not one single approach to a solution, but a combination of diverse concepts and approaches. However, SDL's combined approach of BaaS and BIM could be an opportunity to lead the construction industry to a higher level of service orientation. Koskela 2000 described the underlying approach two decades ago which can be aligned:
• a chain of transformations (BIM, SDL, BaaS),
• a flow of work (BIM, SDL) and
• a generation of value for the customer (SDL, BaaS).

2.2.1 Focus on customer needs
Without understanding the requisites, expectations of the customer and their underlying values, the concept of value is undefined (cf. the extensive research of Lavikka et al. 2021). Adding to this, it is necessary to understand that clients do not necessarily represent one person that acts as a single entity. It is rather to be interpreted as a placeholder where diverse, conflicting values, interests, requirements, temporal perspectives and different data demands have to be reconciled (Emmitt and Bertelsen 2005, pp. 73-74). It is necessary to elicit these differing requirements together with the client, evaluate them and elaborate feasible solutions by the use of simplification and systematization (Çıdık, Boyd and Thurairajah 2017). Moreover, assets are planned and built without necessarily knowing the individual (later) user/customer. This leads to the occurrence of modifications in the actual realisation. BaaS in combination with SDL addresses this by building for a target group and not a specific customer.
Tzortzopoulos, Kagioglou and Koskela 2020, pp. 29-30 call for a combination of better requirements management, collaborative interactions, sharing of information and knowledge and the expedient management of design activities to increase value. In the early design phase, the foundations are laid for more efficient further processing of the asset, so the authors. Here, BIM can help to create this value in the early phases of a construction project by clearly structuring data and transfer it to the operational phase. BIM can act here as a data supplier for the life cycle (Dalla Valle, Campioli and Lavagna 2020, p. 49) and supply in the operational phase BaaS with occupational data, e.g. occupancy, equipment, accessibility, cleaning intervals, etc.

2.2.2 Appropriate valuation of tangible contents
The first approaches and considerations of value management and value engineering can be observed in the construction industry, but they are mostly related to the project realisation phase. (Kelly, Male and Graham 2015, p. 427). What is more, the industry is characterised by the fact that an immobile product is produced in which the involved parties each contribute a specific fragment (Borrmann, Lang and Petzold 2018). Due to increasing complexity and regulatory, individual and sustainable requirements of construction projects, it is becoming increasingly impractical to manage sophisticated assets without the help of IT (Coss 2017). Overcoming these requirements for IT-supported project management has been a key issue in recent years in order to remain competitive in the marketplace and still is (Kamble, Gunasekaran and Gawankar 2018). This results in different depths of processing, involvement and implementation of every participant and different aspects of quality management, often due to information asymmetries, as discovered by Zeng, Lou and Tam 2007. BIM is seen as having a bridging function that allows both worlds to be united: linking classic construction activities in the physical world with digital models. However, this can only be an intermediate state in the further development, as it cannot be fully ascertained which information is accurate – a classic question of trust: How much can a recipient of information trust the information given? (Bowe, Robles and Mathews 2017). Overcoming this phenomenon by the use of structured, comprehensive information management can result in a higher, physical quality of the overall asset, as discussed by Yarnold et al. 2021.

2.2.3 Increase service productivity
Kuusi, Junnonen and Kulvik 2020 point to the fact that the construction supply chain in the European Union (and beyond) is experiencing severe fragmentation – a development that has been observed for decades. This is combined with sustained low growth and low profit margins. Neither is this a new, sudden phenomenon, but a manifestation of a saturated industry that has matured over decades (Cain 2004; Gallaher et al. 2004). These developments are

based on an on-site approach, i.e., the necessary materials are delivered to a construction site and assembled by hand to form an asset (Maxwell and Couper 2022).

To enable higher service productivity, various considerations exist, such as moving manual work to a protected factory environment to achieve higher manufacturing quality on the one hand and to meet the needs of customers on the other (Lavikka et al. 2021, p. 839). The application of lean principles, known from the automotive industry, are supposed to have a facilitating function here (Aureliano et al. 2019). Furthermore, well-known and proven techniques such as just-in-time and prefabrication shall be utilised to enhance the handling and use of the three M's: manpower, machinery and material (Sui Pheng and Meng 2018). This shall be backed by the increase use of robotics (Spengler 2021) or the use of Augmented Reality (Alavi et al. 2021).

However, Milakovich 1995, p. 123 already recognised that it is necessary to permanently provide services at a level of performance that complies with or surpasses all customer expectations. For this, an internal quality management system is necessary, the author continues, which not only checks the quality standards, but also records the customer requirements and reconciles them. This requires data literacy along the value chain. The conflict here is that this competence must first be built up but cannot be implemented without practical experience from projects. As a result of this inadequacy, either too little, too much or incorrect data is ordered, generated or provided by clients, which then leads to an overflow of information (Wildenauer and Basl 2021, pp. 118-120). This information must first be evaluated before it can be utilised into services. This approach ties up resources and leads to no added value.

2.2.4 Establishment of co-creation

Although being the fundamentals of successful and long-term cooperation, especially in the labour- and coordination-intensive construction industry, Co-Creation has attained attention over the last few years. To some extent, this can be reconciled with Sánchez-Fernández, Iniesta-Bonillo and Holbrook 2009 observations that customers (clients in this case) are increasingly better informed and prepared and thus actively demand higher value generation. As already indicated by Liu, Fellows and Chan 2014, p. 121, a more intensive knowledge exchange in a trusting client-contractor relationship can promote the innovation process for the parties involved. However, the limitation associated with this is that due to the high defragmentation of the industry, lack of coordination and communication, among other things, these project businesses are less dynamic and innovative. It should be noted that according to the SDL paradigm, firms do not create value, but instead elaborate value proposals. It is the client that creates value by using these proposals (Vega-Vázquez, Revilla-Camacho and Cossío-Silva 2015). Based on the work of Vargo and Lusch 2008, Galvagno and Dalli 2014, p. 644 defined in their research Co-Creation as

„joint, collaborative, concurrent, peer-like process of producing new value, both materially and symbolically […] as a general concept".

Co-Creation is considered crucial and needs to be combined with innovation to reach the promoted benefits (cf. the work of Smyth, Razmdoost and Kusuma 2016) with an early involvement of the client(s) and their needs (Wei and Lam 2014). Based on the research findings of Tommasetti, Troisi and Vesci 2015 it is necessary to consider eight interdependent dimensions in their value co-creation measurement conceptual framework:

- cerebral activities (positive attitude, expectations, trust, tolerance),
- cooperation (compliance, responsible attitude),
- collation (researching, sorting and assorting of information),
- changing Habits (pragmatic adaption, change management),
- co-production (Co-design, Co-delivery, both to provide value in use),
- co-learning (sharing information, feedback),
- connection (relationship building and their maintenance) and
- combination of complimentary activities.

Research has shown that interdisciplinary cooperation according to the above eight interdependent points may be essential in the construction industry (Michna, Kmieciak and Czerwińska-Lubszczyk 2020). BIM serves as a facilitator here (Miao 2022). However, this cannot be implemented by a single party but requires everyone along the value chain, as construction project parties have little experience creating […] digital services according to Lavikka, Lehtinen and Hall 2017, p. 544. It is the responsibility of the individual involved in the construction industry to give these eight points the necessary attention, but a compulsory requirement for the implementation of SDL in the sector.

2.2.5 Establish long-term mutual benefits

In the standard work on innovations in the construction industry by Jones and Saad 2003, pp. 193-195, one of the primary approaches to enabling long-term mutual benefits is described as partnering. This approach is defined as increasing the collaborative advantage through inter-organisational alliances. In addition to mutual learning, this also includes the sharing of risks that arise in the processing of an asset. It is a mutual commitment for the benefit of all participants, in which resources are disclosed and can be accessed by all participants. This requires working with greater transparency and accountability and to involve users and stakeholders in life-cycle based decision-making processes (Haugbølle and Boyd 2017, p. 5). The basic service concept is evident in this context: each commissioned party is part of the project team for the respective commissioned part only. The respective value-generating work can be taken over by other parties in their work packages. The idea is to replace price competition with competence competition with corresponding services (Habib 2020, pp. 76-81). This open concept can only work with the kind of information management that BIM enables in a structured way. According to the findings of Fewings and Henjewele 2019, p. 243 extensive case studies, five points of improvements are necessary to achieve this ambitious goal:

(1) developing people in construction,
(2) adopting smart and digital technologies,
(3) contributing more to infrastructure-based economic growth,
(4) investing more in sustainability and efficiency,
(5) provide strong leadership.

Leadership shall be seen according to the definition of Partington 2003, which focusses on the involvement, participation and empowerment of followers. Points 1 and 5 concern social skills, point 2 technical and points 3 and 4 economic issues. However, Langford and Retik 1996 points out a crucial importance: The industry needs to agree on whether this approach is a real rethink of the industry's project delivery or merely a new contracting method that cannot meet the high standards it has set for itself. Given the long timespan between the publication of the work 26 years ago, it remains a legitimate objection how much longer the industry can afford to merely discuss these issues. Previous literature research by Bygballe, Jahre and Swärd 2010 showed that this partnering philosophy was predominantly implemented on a per-project basis and was not holistically conceived. BaaS would be a valuable possibility to use buildings for (medium- to long-term) purposes and thus save resources for not building new assets.

3 Résumé ———
Considering the aforementioned five demands according to Smyth 2015 in their interrelated dependency with the formulations thereunder, it becomes apparent that they cannot be implemented in an unconnected context and manner. As long as old ways of thinking prevail in the construction industry and assets are seen as mere objects, the necessary innovations to increase efficiency and effectiveness will not be successful in the long-term. A shift in thinking is needed in the light of scarce resources, not to build buildings for the sake of buildings, but to think of assets as BaaS that can be used as flexible and timely as appropriate. The construction industry can develop impressive, new, long-term and sustainable business models here, in which the service-dominant logic is applied throughout the life cycle of an asset to be realised. To achieve this mutually beneficial state, further academic research and practical application is inevitable. This concerns in particular the financial and legal aspects associated with this new form of building allocation.

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JEL klasifikácia / *JEL Classification* ——— M31

Résumé ——— Budovanie ako služba: Príležitosti logiky dominantnej služby pre stavebníctvo
Stavebníctvo ako jedno z najväčších priemyselných odvetví na svete nie je nevyhnutne lídrom v aplikácii digitálnych technológií, nástrojov, postupov a procesov. To bolo preukázané v nespočetných správach a vedeckých prácach. Toto odvetvie je známe tým, že dodáva projekty neskoro, prekračuje rozpočet a má lepšiu kvalitu; to všetko v kombinácii s istou digitálnou nevedomosťou. Okrem toho je známy tým, že má logiku dominantného tovaru, ktorá je zameraná na distribúciu a riadenie hmotných jednotiek produkcie. To sa spája s taylorizmom, čo vedie k oddeleniu úlohy riadenia práce od samotnej realizácie práce. Plánovanie a výstavba budovy je medzikultúrne, medzištátne projektové prostredie kvôli rôznorodej povahe priemyslu a jeho globalizovanému hodnotovému reťazcu. Building Information Modeling (BIM), trojrozmerné zobrazenie informácií vrátane ich zodpovedajúceho manažmentu v životnom cykle majetku, sa považuje za jeden z predpokladov digitálnej budúcnosti stavebníctva. Vývoj logiky prevládajúcej v stavebníctve však nedrží krok s technologickými a technickými možnosťami alebo nie je badateľný. Je to založené na veľmi tradičnom prístupe peňazí za tovar, čo v tomto prípade znamená peniaze za plánované a vybudované aktíva. Služba ako jednotka výmeny sa v tomto sektore zvažuje veľmi zriedkavo. Ako sa ukázalo v iných sektoroch, môže to viesť k ďalším (ziskovejším) obchodným modelom a ďalšiemu zvýšeniu efektívnosti a hospodárnosti. Cieľom príspevku je ukázať možnosti, ktoré existujú, ak sa budovy nepovažujú za zlúčenie materiálov a tovarov, ale za model služieb. Príspevok ukazuje, čo by logika dominantnej služby v kombinácii s BIM mohla ponúknuť odvetviu a rozoberá pojem budovanie ako služba z pohľadu logiky dominantnej služby.

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PROMOTIONAL ITEMS: LASTING MEMORY OF RIGHT AND WRONG

Promotional products, promotional merchandise, giveaways, corporate gifts for business partners and employees have been popular lasting reminders of donors. There has always been a line of sceptics inside a company advocating that any number of (expensive) items will soon disappear from stock without any measurable impact on brand awareness and sales. And the group of advocates, in fact, believing we all love to receive things for free and that the true loyalty comes from subtle bribery.

Sometimes promotional merchandise does not really carry the right message at the right time. Giving a female colleague a voucher for beauty salon may translate into "do something about the way you look". Another brilliant idea: distributing sunglasses in the middle of Autumn, which either means "we ordered too many" or "cover your eyes, look, do not see".

Corporate branded t-shirts (or other tailored fashion items) are hardly ever available in fitting quantities. Another enemy of a corporate gift is its poor quality. I will never forget being given an expensive looking box containing a bottle labelled "Vin de Table", which marks the lowest quality tier of French wines. At times, certain items become extremely popular with companies: having a full drawer of (cheap) pens, a weekend house fully equipped with mugs for hosting a street party, an office fridge full of weird magnets from suppliers and competitors, or a box of (sustainable) seedlings for planting just about anything (unless you live in a tiny downtown apartment with no space for farming). Useless items include holders of various kinds – how many people have I ever seen putting a cellphone on a branded holder either on their desk or at home? Placing a phone on a charging matt - maybe - but putting it into a stand, really?

Do not get me wrong, there have been several examples of doing promotional merchandise right. Novel and innovative ideas are always welcome, especially if these are connected to the brand. Personalized items featuring a name of the recipient goes beyond the usual thank you card. Co-branded (expensive) items featuring well-recognized reputable retail brands could emphasize the value of relationship and may be more likely to be used in fact. Post-covid trends in promotional items either relate to home office or contrary to the renaissance of face-to-face work enjoyment. One needs to be careful with stationary as corporate policies require routinely employees not to use items branded with other companies around the office.

International brands, companies, and/or affiliates may still consider promotional souvenirs reminding recipients of foreign cultures. Similar logic holds for local companies and their utilization of locally-made products. Green, sustainable, eco-friendly and other gifts communicating healthy and trendy lifestyle seem to be another omnipresent recipe for designing promotional merchandise. A big question mark surrounds food items, where dietary habits, requirements and food allergies may be a factor, not to mention the ubiquitous great candy debate, possible health risks associated with energy drinks, or abuse of alcohol. (Confectionary, energy drinks and alcohol are all popular giveaways in some countries, but total no-no in others.)

A big topic of our current semi-virtual way of life has been the provision of promotional merchandise at online events. Virtual tradeshows are never going long way and their impact is simply lower. Offering tangible freebies drives online engagements and brings virtual to reality, although they need to be shipped to participant's address right after the event. Even intangible promotional gifts (e.g. vouchers, audio books, online magazine subscriptions, NFT items) could seal the relationship with attendees.

Regardless whether tangible or intangible, there needs to be an link between the item itself and the brand it attempts to promote. Be it functional, design, location, or a tag line connection it shall be obvious to the recipient what the message is. Next time, you decide to dispense a promotional gift, ask three easy questions 1) Why this item for my brand? 2) Why this item for that recipient? 3) Why this item at that time?

Résumé ——— Reklamní předměty: Trvalá připomínka dobrého a špatného
Plná zásuvka reklamních propisek, dvířka ledničky v kanceláři zcela zaplněná magnety dodavatelů a konkurentů nebo reklamní hrníčky, jejichž počet by vybavil domácnosti v půlce ulice jsou příklady přespočetných a postupem doby irelevantních reklamních předmětů. Na druhé straně existují mnohé trendy, jejichž vhodné využití v kombinaci s relevantním propojením se značkou a obdarovaným, mohou nadále přispívat k vytvoření silného a trvalého spojení. A takové reklamní předměty nemusejí mít pouze hmotnou povahu.

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SÚŤAŽ FLEMA MEDIA AWARDS 2022

Tento rok sa odohráva už sedemnásty ročník súťaže FLEMA. Ide o súťaž, ktorá je organizovaná v Českej a Slovenskej republike, ktorá sa zameriava na mediálne kampane a využitie jednotlivých mediatypov. Vďaka tomu umožňuje porovnanie úrovne mediálneho plánovania a inovatívnych komunikačných stratégií v oboch krajinách. Marketing Science and Inspirations prináša informácie, ktoré zverejnili organizátori súťaže o jej priebehu a výsledkoch.
Kampane prihlásené do súťaže boli posudzované v piatich kategóriách podľa mediatypu: najlepšie využitie TV, najlepšie využitie tlače, najlepšie využitie OOH, najlepšie využitie rádia a najlepšie využitie digitálnych médií. Súčasne boli vyhodnotené aj prierezové kategórie: najlepšia komerčná kampaň, najlepšia nekomerčná kampaň. Zaradená bola aj špeciálna kategória: najodvážnejší počin. V rámci Media & Insight boli zaradené kategórie: najlepšie využitie dát, najlepšie využitie real-time marketingu, najlepšie využitie influencera, najlepšie zapojenie zákazníka. Do súťaže boli zaradené práce, ktoré boli zrealizované na českom alebo slovenskom trhu v období od 1. januára 2021 do 30. júna 2022. Finálne výsledky boli vyhlásené 20. októbra 2022. Víťazmi v jednotlivých kategóriách sa stali:

najlepšia nekomerčná kampaň
(Depaul Slovensko – Títo otužilci sa nemajú kde zohriať/Depaul Slovensko/Elite/Monday Lovers (SK)),

najlepšie komerčná kampaň
(Gambrinus Cup – Opět pořádný důvod zamířit do hospody/Plzeňský Prazdroj/TRIAD Advertising, McCann Prague (CZ)), kampaň súčasne získala ocenenie Inovatívny zadávateľ

najlepšie využitie OOH
(Hornbach – Záhrada môže byť kdekoľvek/Hornbach Baumarkt SK/Unimedia (SK)),

najlepšie zapojenie zákazníka
(Komerční banka – Banka s gamingovou kampaní láme rekordy/Komerční banka/PHD, Good Game, FUSE (CZ)),

najodvážnejší počin
(Kraj sveta – Hrdý na to, čo v ňom nenájdeš/Košice Región Turizmus/Socialists (SK)), kampaň súčasne získala ocenenie Grand Prix

najlepšie využitie influencera
(McDonald's – Nejhodnotnější burger na světě/ McDonald's ČR/Follow Bubble, MSL (CZ)),

najlepšie využitie dát
(Mentos Occasions/Perfetti van Melle/Publicis Groupe (CZ, SK)),

Najlepšie využitie TV
(Radegast – Horké večerné kino/Plzeňský Prazdroj/WAVEMAKER Slovakia (SK)), kampaň súčasne získala ocenenie Inovatívny zadávateľ

najlepšie využitie digitálnych médií
(Relax Drink – Studio Relax/Maspex Czech/Friendly (CZ, SK)),

najlepšie využitie rádia
(Slovenská sporiteľňa – Dobré správy v Dobrom ráne/Slovenská sporiteľňa/WAVEMAKER Slovakia (SK)), kampaň súčasne získala ocenenie Inovatívny autor

najlepšie využitie real-time marketingu
(Wolt – Kouzelná reklama, která se mění podle počasí/Wolt Česko/MetroZoom (CZ)).

Všetky kampane prihlásené do súťaže si je možné pozrieť na webovej stránke súťaže www.flemedia.cz.

17. ročník
FLEMA MEDIA AWARDS

DESÁTÝ ROČNÍK SOUTĚŽE MLADÝ DELFÍN VYHLÁŠEN

Vedecký časopis Marketing Science & Inspirations ako mediálny partner České marketingové společnosti aj v roku 2022 podporuje súťaž Marketér roka. Česká marketingová společnost zverejnila výzvu na podávanie návrhov do sekcie Marketér roka 2022 – študentská cena Mladý delfín. Prinášame podrobnejšie informácie zverejnené v tlačovej správe.
Česká marketingová společnost vyhlašuje v rámci osmnáctého ročníku soutěže Marketér roku 2022 již podesáté soutěž pro studenty vysokých škol. Zadání pro rok 2022, je na téma:

„Jak úspěšně komunikovat problematiku energetických úspor pro překonání krize.“

Zadání soutěže obnáší: analýza stávající komunikace a vypracování komunikační strategie prezentující aktuální téma ÚSPORY ENERGIÍ pro českou veřejnost. Komunikační strategie obsahuje analýzu výchozí situace, definování aktuálních témat, návrh komunikačních kanálů, popř. návrh kreativního řešení. Vzhledem k obsáhlosti a složitosti tématu je možné si vybrat jen určitou část komunikace, zaměření na některé dílčí téma (oblast) dané problematiky, popř. zaměření na určitou cílovou skupinu. Zadání soutěže je vypracování komunikační strategie prezentující dané téma. Komunikační strategie obsahuje analýzu výchozí situace, návrh komunikačních kanálů, návrh kreativního řešení včetně vizualizace, návrh rozpočtu a harmonogramu.
Zaslání komunikační strategie ve formátu PDF je nutno zaslat na e-mail: vysekalova@cms-cma.cz. Termín soutěže je 30. 4. 2023. Soutěže se mohou účastnit jednotlivci nebo pracovní skupiny studentů v maximálně tříčlenném týmu. Účastníkem soutěže může být student vysoké školy studující v prezenční formě studia se zaměřením na marketing a marketingové komunikace. Všechny soutěžní návrhy zaslané do uvedeného termínu budou posouzeny porotou složenou z marketingových odborníků z oblasti teorie i praxe. Autor/autoři vítězného návrhu získají ocenění Studentskou cenu – Mladého delfína včetně věcné ceny a zajištění mediální publicity. Výsledky soutěže budou prezentovány v odborném časopisu Marketing a komunikace, který vydává Česká marketingová společnost.
Podrobnosti o soutěži, zejména o způsobu podávání přihlášek, jsou k dispozici na www.cms-cma.cz.

MLADÝ DELFÍN

ZAUJALO NÁS | *SHORT COMMUNICATIONS*

VYHLÁSENIE SÚŤAŽE O NAJEFEKTÍVNEJŠIU REKLAMU EFFIE AWARDS

Každoročne na konci roka spoznávame najefektívnejšie reklamy na Slovensku. Slovenskú národnú súťaž EFFIE Awards Slovakia organizuje Klub reklamných agentúr (KRAS). Podobne ako v minulom roku, pokračuje v tejto tradícii. Nominovať je možné kampane, ktoré prebehli od 1. septembra 2021 do 31. októbra 2022. Reklamná kampaň môže byť prihlásená iba do jednej z produktových kampaní alebo do jednej zo špeciálnych kategórií. Produktové kategórie tvorí päť oblastí: FMCG, finančné služby, telekomunikačné služby, dobročinný marketing a ostatné. Špeciálne kategórie sú vymedzené nasledovne: David a Goliáš, Small Budgets, Media Inovations/Events a Digital. Podrobné kritériá upravuje štatút súťaže.

Najdôležitejšie termíny súťaže EFFIE Awards 2022:
- 28. október 2022 – spustenie registrácie do súťaže
- 18. november 2022 – DLL na zaslanie prihlášok
- 12. december 2022 – prezentácie shortlistov pred porotou
- 12. december 2022 – vyhlásenie výsledkov súťaže na plánovanom evente

Bližšie informácie o súťaži organizátori zverejnili na stránke súťaže: https://effie2022.sk.

EVA, HANULÁKOVÁ A KOL., 2021. MARKETING. NÁSTROJE, STRATÉGIE, ĽUDIA A TRENDY.

BRATISLAVA: WOLTERS KLUWER. 363 S. ISBN 978-80-571-0438-4.

V trhovom prostredí hospodárskych subjektov prestavuje marketing významnú súčasť podnikovej i podnikateľskej stratégie. Aktuálne, zvlášť dynamicky sa meniace trhové a podnikateľské prostredie vytvára neustály tlak na zvyšovanie aktívnej práce v oblasti formulovania a voľby vhodnej biznis stratégie. V tomto kontexte dnes dvojnásobne platí, že marketing reprezentuje filozofiu podnikateľskej činnosti založenej na trhu. Marketing musí pružne, vhodne a presvedčivo reagovať na trhové podnety. Početné turbulencie, ktorých sme teraz svedkami, silno aktivizujú marketingových špecialistov podnikateľských jednotiek, no stále vo väčšej miere aj špecialistov pôsobiacich mimo komerčnú sféru. Nachádzať východiská, ktoré by pomohli udržať úspešnosť podnikateľskej činnosti, je mimoriadne obtiažne. Aj keď marketing patrí medzi mladšie disciplíny ekonomických vied, musí sa prispôsobovať zmenám z vonkajšieho i vnútorného okolia. V krízami poznačenej dobe môžeme chápať marketing ako jednu z možných ciest k oživeniu podnikateľských aktivít, k dynamizácii regionálnej ekonomiky a tiež chápať ako príspevok k roztáčaniu národnej ekonomiky.

Koncom roka 2021 pripravil kolektív štyroch autorov Katedry marketingu Obchodnej fakulty Ekonomickej univerzity v Bratislave možno povedať, že úplne nový koncept vzdelávania v oblasti marketingu. Autorský kolektív v zložení prof. Ing. Eva Hanuláková, PhD., doc. Ing. Peter Drábik, PhD., MSc., doc. Ing. Milan Oreský, PhD., doc. Ing. Štefan Žák, PhD., MBA, LL.M sa zhostil veľmi náročnej úlohy: koncipovať vysokoškolskú učebnicu reagujúcu na nové trendy v marketingu. Je pravdou, že aj v posledných rokoch boli publikované viaceré učebné texty, skriptá i monografie s tematickým zameraním na marketing, ale v prípade recenzovanej vysokoškolskej učebnice z pera kolektívu akademických pracovníkov Katedry marketingu OF EUBA máme príležitosť postupne skúmať marketing z nového pohľadu zameraného na nielen všeobecný, ale i aplikovaný marketing v prostredí súčasného storočia a najnovších trendov. Je treba oceniť snahu autorov nezotrvať len pri prezentácii bežných marketingových teorém vychádzajúc z klasickej americkej marketingovej teórie. Európske podmienky, výzvy 21. storočia, špecifické odlišnosti – to všetko sú faktory, ktoré jednoznačne determinujú aj potrebu vysvetľovania teoretického pozadia marketingu v našich (európskych, slovenských) podmienkach. Pripravenú učebnú pomôcku koncipovala vedúca autorského kolektívu v úzkej súčinnosti s ostatnými autorskými členmi ako vysokoškolskú učebnicu, ktorá splnila náročné kritériá po stránke odbornej, i po stránke didaktickej a bola odsúhlasená na publikovanie v uznávanom vydavateľstve odbornej literatúry svetového formátu – Wolters Kluwer.

Vysokoškolská učebnica je výsledok mnohoročného pedagogického pôsobenia autorského kolektívu, ale tiež mnohoročného pôsobenia autorov v komerčnej, podnikateľskej sfére. Tieto skúsenosti, pragmatické prístupy i aplikované pohľady pomohli vytvoriť zaujímavé a ucelené odborné dielo, ktorého prioritným cieľom je pomôcť všetkým študentom a ďalším záujemcom osvojiť si okrem všeobecnej marketingovej teórie tiež novodobé pohľady, prístupy a vnímanie marketingu. Recenzovaná vysokoškolská učebnica významnou mierou reflektuje na mnohé zmeny, ktorými marketing v uplynulom období prešiel. Dôraz je kladený na vysvetlenie odlišných prístupov, pohľadov a najmä zmien, ktoré determinovali ďalšie smerovanie marketingovej teórie a tiež aplikáciu marketingu v bežnej, najmä podnikateľskej praxi. Možno súhlasiť s konštatovaním, ktoré je uvádzané v tejto publikácii, že pútavo vysvetľuje súčasnú podobu, princípy, nástroje a procesy vrátane prezentácie potenciálneho smeru do budúcna. Na všetky tieto okolnosti a prebiehajúce zmeny musia byť budúci marketéri, manažéri, ekonómovia, podnikatelia jednoznačne čo najviac pripravení. Z hľadiska organizácie obsahového celku má posudzovaná vysokoškolská učebnica celkovo osem nosných častí. V týchto čiastkových partiách sa autorský kolektív snažil marketing postaviť do aktuálnej polohy ekonomiky: lineárnej i cirkulárnej. Túto snahu autorského kolektívu oceňujem, pretože doteraz publikované odborné knihy (aj charakteru učebnice) nereflektovali na tieto nové okolnosti a zväčša prinášali prezentáciu klasickej marketingovej teórie založenej na prístupe otca marketingu Philipa Kotlera. Parciálne súčasti vysokoškolskej učebnice budú zaiste dobrým pomocníkom pre všetkých študentov nielen konkrétnych fakultných súčastí Ekonomickej univerzity v Bratislave, ale aj pre študentov iných vysokých škôl, univerzít či študijných programov zameraných na marketing alebo aj na štúdium samotného obsahu a predmetu marketingu. Vysokoškolsky vzdelaný človek dnes nevyhnutne potrebuje aspoň základné penzum poznatkov i z marketingovej teórie.

Osem nosných častí recenzovanej vysokoškolskej učebnice je postupne a v logickom slede rozdelených do niekoľko väčších kapitol a tie sú rozvádzané do menších podkapitol. Takéto usporiadanie je veľmi logické, koncepčne na seba nadväzujúce a čitateľom vhodne ponúkajúce osvojovanie teorém. Prvá časť učebnice sa zameriava na vysvetlenie marketingu, marketingového procesu, hodnoty pre zákazníka. Zaradená je tiež kapitola, ktorá sa venuje súčasnosti a perspektívam moderného marketingu. Túto časť je možné vnímať ako bázickú časť recenzovanej učebnice. V druhej časti učebnej pomôcky sa čitateľ dozvedá o marketingovom prostredí. Ide o pomerne širokú tému zahŕňajúcu marketingové makroprostredie, marketingové mikroprostredie, medzinárodné a globálne prostredie. V tejto časti autori preukázali schopnosť reagovať na nové trendy vyplývajúce z dynamicky sa meniaceho prostredia, v ktorom podnikateľské, ale aj iné subjekty pôsobia a realizujú marketingové aktivity. Treťou časťou sa autorský kolektív snažil prispieť k rozpracovanosti tematickej oblasti informácií o trhu a o spotrebiteľovi. Táto ucelená časť v sebe zahŕňa obsahovo kapitoly, ktoré približujú čitateľom marketingový informačný systém, cielený marketing a segmentáciu trhu a prezentujú spotrebiteľské správanie najmä pod vplyvom interných, externých a situačných faktorov. Vo štvrtej časti recenzovanej publikácie môžeme nájsť tematické okruhy venujúce sa produktu, nového produktu, produktovej entite, značke a vlastnostiam produktov a inováciám. Je potešiteľné, že aj inováciám je venovaná samostatná kapitola, pretože z pohľadu udržateľnosti podnikania sú inovácie absolútne nevyhnutné. Piata časť vysokoškolskej učebnice je orientovaná na veľmi náročnú a obsiahlu tematiku cien a cenových stratégií, resp. ďalším aspektom v rozhodovaní o cenách v marketingu. Cena predstavuje z celého spektra marketingových nástrojov ten jediný, ktorý generuje kladné toky peňazí. Nadväzujúca šiesta časť učebnice prezentuje podrobné penzum vedomostí z oblasti distribúcie, distribučného kanála, distribučných orgánov a logistiky. Hoci je dnes už logistika pomerne dobre rozpracovaná aj ako samostatná disciplína, pozitívne možno hodnotiť jej integrované zaradenie do učebnice, keďže je úzko prepojená na distribúciu. Najmä v posledných rokoch pandemickej i hospodárskej krízy dosiahla logistika výrazný pokrok vo svojej organizácii, efektivite a ponuke nových trendov. Tu opäť možno vidieť snahu autorského kolektívu priniesť určité nóvum pre percipienta, ktorý má možnosť oboznámiť sa s úplne najnovšími trendmi v logistike. Siedma časť recenzovanej učebnice je zameraná na tradičné i nové komunikačné nástroje. Komunikácia je obrovský fenomén a snáď nikdy nemala tak dynamicky sa meniaci charakter ako je tomu v súčasnosti osobitne pod vplyvom digitalizácie. Tematicky sú kapitoly zhrnuté pod touto časťou orientované najmä na vysvetlenie podstaty marketingovej komunikácie, integrovanej komunikácie, proces tvorby marketingovej komunikácie a vysvetlenie tradičných i nových foriem a trendov v marketingovej komunikácii. V poradí ôsmy celok učebnice približuje čitateľom marketingový manažment a jeho prepojenie na podnikateľský subjekt. Vysvetlené je postavenie marketingu vo svetle podnikateľskej jednotky, významný priestor je venovaný marketingovému manažmentu a charakteristike špecifík podnikateľských trhov a osobitostiam biznis marketingu.

Z didaktického pohľadu je teoretická časť učebnice obohatená početnými príkladmi z podnikateľskej praxe, úlohami na zamyslenie, čo pomáha študentom fixovať učebnú látku a zároveň sa zamýšľať nad skutočnosťami viazanými na teoretické vymedzenie konkrétneho marketingového problému. I v tomto kontexte možno publikáciu hodnotiť ako publikáciu s pridanou hodnotou pre percipienta.

V závere je možné poďakovať autorskému kolektívu za prípravu a vydanie novodobej učebnice marketingu, ktorá bola spojená nepochybne s množstvom práce. Sú v nej zúročené teoretické vedomosti, pedagogické i praktické skúsenosti, ktoré počas svojej akademickej profesie jednotliví autori dosiahli. Čitateľom je možné popriať mnoho síl a entuziazmu na ceste objavovania nových skutočností a následne úspešnej aplikácie marketingu v praxi.

DICTIONARY OF USEFUL MARKETING TERMS

M

merchant | *obchodník* ——— Most online merchants will email you an order confirmation with details of your purchase. | *Väčšina online obchodníkov vám pošle e-mailom potvrdenie objednávky s podrobnosťami o vašom nákupe.*

merchantable | *obchodovateľné, predajné* ——— Their rule is that goods must be of merchantable quality. | *Ich pravidlom je, že tovar musí byť obchodovateľnej kvality.*

merchant account | *obchodný účet* ——— The service offers both opening and direct processing of merchant accounts. | *Služba ponúka otvorenie aj priame spracovanie obchodných účtov.*

merchant bank | *obchodná banka* ——— The company has addressed a merchant bank to advise on its options. | *Spoločnosť oslovila obchodnú banku, aby jej poradila svoje možnosti.*

merchant banking | *obchodné bankovníctvo* ——— She spent a year in India setting up HSBC merchant banking division there. | *Strávila rok v Indii, kde založila divíziu obchodného bankovníctva HSBC.*

merge | *fúzovať, zlúčiť* ——— The country's two largest banks are planning to merge. | *Dve najväčšie banky v krajine plánujú zlúčenie.*

merge-purge | *spracovanie zoznamu adries* ——— We are a worldwide leading provider of affordable merge-purge software that is easy to use. | *Sme popredným svetovým poskytovateľom cenovo dostupného softvéru na spracovanie zoznamu adries, ktorý sa ľahko používa.*

merger | *fúzia, zlúčenie* ——— The merger of these two companies would create the world's biggest accounting firm. | *Spojením týchto dvoch spoločností by vznikla najväčšia účtovná firma na svete.*

message | *odkaz, posolstvo* ——— The agency was given only vague instructions as to what message the ad should convey. | *Agentúra dostala len vágne pokyny, aké posolstvo má reklama sprostredkovať.*

messaging | *textovanie* ——— Messaging has become a practical business tool. | *Textovanie sa stalo praktickým obchodným nástrojom.*

metamarketing | *metamarketing* ——— Metamarketing deals with clusters of complementary products and services that are closely related to in the mind of consumers but spread across the set of industries. | *Metamarketing sa zaoberá klastrami doplnkových produktov a služieb, ktoré sú úzko spojené s myslením spotrebiteľov, ale sú rozptýlené v rámci celého radu odvetví.*

me-too product | *napodobenina* ——— In the case of me-too products, imitation has replaced innovation. | *V prípade napodobenín nahradila inováciu imitácia.*

microeconomic | *mikroekonomický* ——— They were supposed to compare the main microeconomic trends in the country's economy, such as patterns of spending, wages, savings, or debts. | *Mali porovnať hlavné mikroekonomické trendy v ekonomike krajiny, ako sú modely výdavkov, miezd, úspor či dlhov.*

microeconomics | *mikroekonómia* ——— Anyone conversant with basic microeconomics knows that it is covering fixed costs that a firm needs to worry about, not variable costs. | *Každý, kto pozná základy mikroekonómie, vie, že ide o pokrytie fixných nákladov, o ktoré sa firma musí starať, nie o variabilné náklady.*

microeconomist | *mikroekonóm* ——— As a microeconomist, he studies small economic units such as households. | *Ako mikroekonóm študuje malé ekonomické jednotky, akými sú domácnosti.*

microenterprise | *mikropodnik* ——— The term microenterprise or micro-company refers to a small business that sells to a local market and usually employs less than ten people. | *Pojem mikropodnik alebo mikrofirma označuje malý podnik, ktorý predáva na lokálnom trhu a zvyčajne zamestnáva menej ako desať ľudí.*

microenvironment | *mikroprostredie* ——— Unreliability of suppliers has become a serious problem in our microenvironment. | *Nespoľahlivosť dodávateľov sa v našom mikroprostredí stala vážnym problémom.*

micromanagement | *mikromanagement* ——— Micromanagement is usually perceived negatively because it shows lack of trust in the workplace. | *Mikromanažment je zvyčajne vnímaný negatívne, pretože poukazuje na nedostatok dôvery na pracovisku.*

micromarketing | *mikromarketing* ——— Micromarketing allows retailers to stand out in an increasingly crowded marketplace. | *Mikromarketing umožňuje maloobchodníkom vyniknúť na čoraz preplnenejšom trhu.*

middleman | *sprostredkovateľ* ——— The company sells directly to the customer without any middlemen. | *Spoločnosť predáva priamo zákazníkovi bez akýchkoľvek sprostredkovateľov.*

Literatúra / *List of References* ——— [1] Cambridge Business English dictionary. 2022. [online]. [cit. 2022-6-2]. Dostupné na: <https://dictionary.cambridge.org>

TRADE IN TRANSFORMATION: THE EXAMPLE OF THE TEXTILE BUSINESS AS AN INNOVATOR OF URBAN LIFE-STYLE

MANAGERIAL PERFORMANCE IN THE CONDITIONS OF SELECTED LOCAL GOVERNMENT OFFICES

ANALÝZA POSTOJOV K PRINCÍPOM SPOLOČENSKEJ ZODPOVEDNOSTI A ICH UPLATŇOVANIE V PRAXI

A THEMATIC AND SENTIMENT ANALYSIS OF THE RELATIONSHIP BETWEEN RELIGION AND PURCHASE BEHAVIOR

BUILDING-AS-A-SERVICE: THE OPPORTUNITIES OF SERVICE-DOMINANT LOGIC FOR CONSTRUCTION

9 771338 794008 10