1 | 2023

MARKETING SCIENCE & INSPIRATIONS

Marketing Science & Inspirations ——— Vedecký časopis zameraný na problematiku marketingu a marketingového manažmentu. | *Scientific journal is aimed at the area of marketing and marketing management.*
Ročník XVIII, 2023, číslo 1 | *Volume XVIII, 2023, Number 1*
Dátum vydania | *Date of Issue* ——— Apríl 2023 / *April 2023*
ISSN 1338-7944
Registračné číslo MK SR | *Registration Number* ——— EV 3360/09
Periodicita: štyri riadne vydania | Periodicity: four periodical issues
Vydavateľ a adresa redakcie | *Publisher and Address of Editor* ——— Univerzita Komenského v Bratislave, Fakulta managementu, Odbojárov 10, P. O. Box 95, 820 05 Bratislava 25, Slovensko/Slovakia | tel.: **421 (2) 90 21 2003
e-mail: redakcia@mins.sk | www.mins.sk, msijournal.com ——— Časopis je vydávaný v spolupráci so ŠKODA AUTO VYSOKÁ ŠKOLA o. p. s., Mladá Boleslav, Česká republika | *The journal is published in co-operation with ŠKODA AUTO VYSOKÁ ŠKOLA o. p. s., Mladá Boleslav, Czech Republic*
IČO vydavateľa | *Publisher Id Number* ——— 00 397 865

Grafická úprava | *Graphic Design* ——— Martina Rozinajová
Sadzba textu | *Area composition* ——— SocieDi, s. r. o.
Jazyková úprava | *Editing* ——— Miloslav Vojtech & Dagmar Weberová
Tlač | *Printer* ——— DOLIS GOEN, s. r. o.
Hlavný sekretár | *Secretary-General* ——— František Olšavský
Cena za číslo | *Price Per a Piece* ——— 10,50 EUR
Objednávky a predplatné | *Orders and Subscription* ——— redakcia@mins.sk
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https://doi.org/10.46286/msi.2023.18.1.1

PROCESS OF DEVELOPING THE INTERNATIONAL CITY BRANDING STRATEGY: CASE STUDY CITY OF KHARKIV

The purpose of the article is to determine the sequence of stages for the development of the city's international branding strategy. To achieve the goal, the world practice of forming well-known city brands was studied and city brand models were formed. Approbation of the procedure for developing an international brand strategy was carried out on the example of the city of Kharkiv, one of the largest cities in Ukraine. The combination of experiment and interview made it possible to evaluate the brand of the city of Kharkiv. Based on the SWOT-analysis, the strengths and weaknesses of the development of the city brand, as well as the prospects for brand positioning were revealed. Practical recommendations are given to improve the strategy for the development of international branding of the city based on the use of a spectrum of offline and online branding tools.

1 Introduction ——— The city needs a brand and branding to support the innovative and investment capacity, to increase competitiveness, to build cohesion among citizens, to develop and implement creative ideas, to create a positive image of the region's development, to strengthen the desire of city residents to connect their lives with the city, to attract additional funds from other regions and from abroad, to increase the attractiveness of the city for tourists, to stimulate the development of recreational potential, to motivate entrepreneurs to develop business in the city, etc.

That is, the city brand is a resource that is implemented by ensuring social stability, investment inflow, tourism development, and the creation of new jobs (Soskin 2011). The city brand is a certain capital for the future of the city, the common intellectual property of the residents. Well-known city brands are several times higher than the value of the city's real assets. So, a city brand is understood as a certain sign that denotes the uniqueness of the city (Bilovodska 2012); and city branding means planned and interconnected activities aimed at creating, maintaining and increasing the positions of a positive image of the city brand (Vlaschenko 2016).

City branding tools include logo, motto, and familiarity, respectively, which reflect the city's history, culture, and essence. The purpose of city branding is to form positive associations with the city among residents, tourists, investors, and entrepreneurs. It is important that the developed brand does not form negative associations, so that during the development of the city's branding strategy, there is no negative backlash. It is advisable to form and develop the positive features of the brand, and to eliminate the negative ones as soon as possible. The presence of garbage, unsatisfactory logistics, bad roads, packs of wild animals, mice and rats in important places of the city, destroyed and unrepaired buildings can become elements of a negative brand of the city. These components should be paid attention to and minimized and leveled in order to further form a positive branding of the city.

Taking into account the above, the responsibility of local authorities is the development and formation of the city's brand. The brand will be remembered if you define the main idea of the city, for this you should analyze the history of the city, historical cultural monuments and important historical events that are connected with the city; prominent people who were born or lived in the city; geographical location and landscape, namely the presence of mountains, rivers, lakes; climate features and recreational resources; regional and international events (festivals, competitions, contests) that took place or are taking place in the city, etc.

Taking into account the current globalization trends in the development of cities, the development of city branding involves the formation of an information environment, i.e. the creation of a modern city website, information transmission on local television. Also, for branding, it is advisable to use posters with city symbols, various advertising materials, such as packages, calendars, weekly magazines, magnets, blocks, flags, CDs with information about the city, T-shirts and caps with images of the city, tourist reference information as maps, invitations, flyers. These materials usually do not require large costs and are highly profitable, at the same time they will work for the city's brand, increase reputation, form awareness and recognition. World practice includes more than 36 types of city brands (Kotler 2005), that is, each city should form its own direction of movement, which will reflect the essence of the city. Any city should be positioned as one that has no analogues, that is, the only one that should be visited. In the strategic management of branding, it is advisable to use a pool strategy aimed at working with consumers (citizens, tourists, entrepreneurs, investors), so you should use tools that will allow increasing the audience and improving brand recognition. In the world, cities position themselves as tourist (Rome), gaming (Monaco), wine (Tokay), beer (Krushovice), sausage (Munich), coffee (Vienna), cheese (Gouda), music (Salzburg), etc. Sometimes the brand of a city is associated with a certain outstanding legendary or historical figure (the city of Shakespeare, Maradona, Usain Bolt, Gaudi), then it has its own unique brand. It is important to choose the city's brand correctly, because whatever brand you create will be perceived by society. The success of city branding is achieved through the use of various effective tools. Firstly, activation of the city community to create the idea of the city brand. Secondly, the selection and understanding of the symbolism of the city, as well as ways of its popularization at the regional, national and international levels. Thirdly, information provision and support of brand development by, first of all, creation of the city's Internet site in common languages of the world, as well as formation of a competitive interactive media environment. Examples of successfully formed city brand ideas include Rome – Eternal City; Dubai – Sand to Silicon; Paris – Paris, je t'aime!; Copenhagen – Wonderful Copenhagen; New York – Big Apple; Lublin – „Be free. Study in Lublin“ etc.

The important element of the brand concept is its value, namely the competitive advantages of the city. The following main categories of city brand values are distinguished as functional values (quality and availability of services: infrastructure, quality of goods and services, uniqueness of the territory, recreational potential); social values (feeling of comfort and coziness, security and stability); emotional values (feelings and emotions that arise in visitors and residents of the city); cultural values (territorial subculture); spiritual and historical (historical and cultural heritage of the territory); innovative (development of science and the level of innovative support for production, the presence of advanced enterprises, scientific developments).

Branding is necessary for all cities. Little-known and insufficiently attractive cities for tourists should pursue an active policy on the formation and promotion of brands. Branding contributes to the expansion of opportunities for development and growth of the well-being of the city's population, the attraction of investors, and the interest of tourists. The presence of a positive brand will increase the city's competitiveness, quality of life, attract external and activate internal resources, and create an attractive image.

2 Literature review

Building on empirical examples and conducting extensive research on place branding, place branding is seen as a non-political form of urban policy that can have both negative and positive impacts on a city's reputation (Lucarelli 2018). Building a brand for a product, a company offering goods or services, can be done through a marketing campaign, advertising, or through distribution (Roszyk-Kowalska and Małż 2017).

City branding is becoming an internationally recognized field of study, characterized by a high degree of multidisciplinary, rapid expansion (Lucarelli and Olof Berg 2011)

The significant contribution to the development of city branding is the study of the evolution of city promotion on the example of North America, Great Britain, and European countries (Ward 1998).

City branding is a tool that allows you to retain and attract residents, visitors and investors (Dinnie 2011). The city brand is a chain connecting the internal and external image of the city (Krivoshein 2014).

City development strategies should be based on the formation of the city brand, on the example of the city of Chernivtsi as a „Comfortable City“ (Budnikevich, Shevchuk and Krupenna 2013).

The national brand evaluation system (Anholt Nations Brand Index) takes into account such indicators as tourism development, export operations, government activities, human factors, cultural and historical heritage, investments and migration processes (Anholt 2007, 2009).

As many cities tend to compete globally to attract tourists, investment, or talent, brand strategy concepts are increasingly being taken from the commercial realm and applied to urban development, revitalization, and improving the quality of life of cities. However, city branding helps elevate the city's status as a tourist, residential, or business hub (Jojic 2015).

The well-being and satisfaction of citizens and visitors is influenced by the image of the city, to the formation of which monumental or iconic buildings make a great contribution. That is, the concept of city identity and branding, with an emphasis on the image of the city, ensures the effectiveness of branding (Riza, Doratli and Fasli 2012).

To develop new branding that can be implemented, actors need to identify and evaluate internal and external policy factors to further shape the city development strategy (Bustomi and Avianto 2022).

Slogans and logos are important elements of branding (Chan 2022). Social networks influence the branding of territories and encourage potential tourists to visit this city, while simply sharing photos and videos about the beauty of the city or food is not enough to create a memorable image for potential visitors; it should be used as a supplement to the activities of the city administration to promote the image and attractions for tourists (Ebrahimi, Hajmohammadi and Khajeheian 2020). Meslem and Abbaci studied the impact of landing on consumer loyalty, what to say about the weight of digitalization of brand strategy (Meslem and Abbaci 2022).

The creation of business incubators, technology parks, infrastructure development, tourism and investment promotion, implementation of cultural and sports events, international festivals will contribute to the positive development of the city's international brand (Krivoshein 2014).

3 Methodology

3.1 Global experience in the development of city brand strategies

At the international level, the city brand is determined by such components as a significant cultural and historical heritage, recreational potential and tourism opportunities, the presence of international business and export operations, the image of local authorities, the size of investments, investment portfolio and potential, migration processes in the city, environmental and social responsibility city enterprises, public health care system, transport infrastructure, etc. Successful international city brands are based on a balance between economic and social development. Thus, the city brand increases the competitiveness of the city, and competitiveness shapes the brand. The intangible component of regional development is a new toolkit that builds the social and economic well-being of the city.

The purpose, stages and results of the development of the international strategy of the city brand are shown in Figure 1.

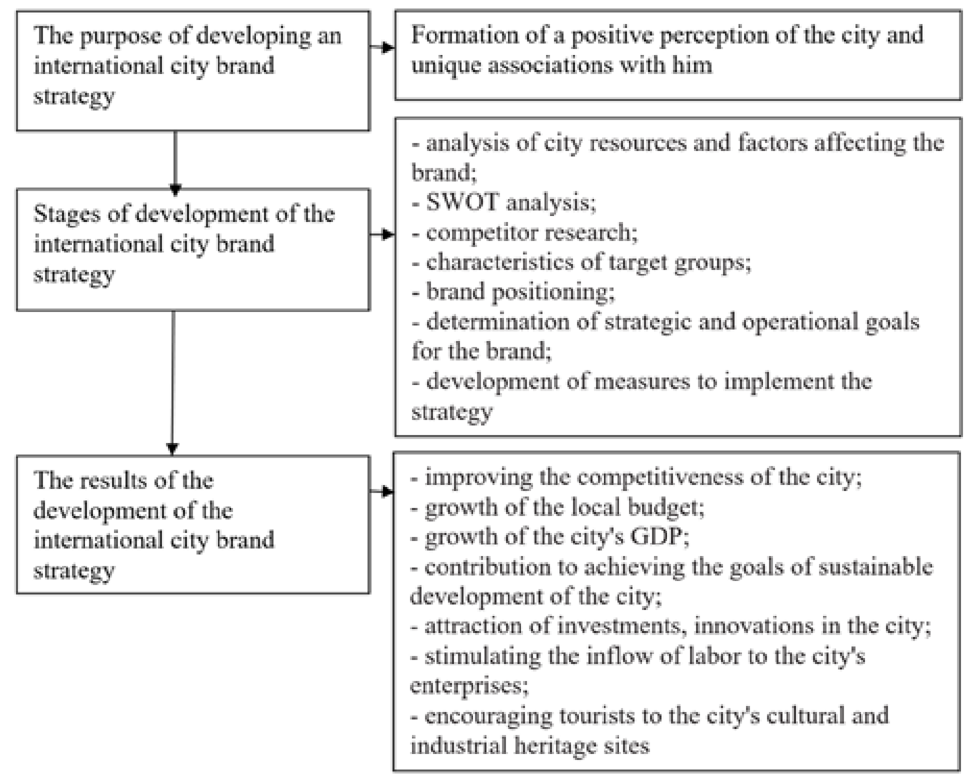

Figure 1: The purpose, stages and results of the development of the international city brand strategy
Source: Author

3.2 Process of developing the city's international branding strategy

The process of developing an international city branding strategy is a process of step-by-step management decision-making regarding the promotion of the city brand. Branding involves brand management through the integrated use of marketing and management strategies.
The process of developing the city's international branding strategy is presented in Figure 2.

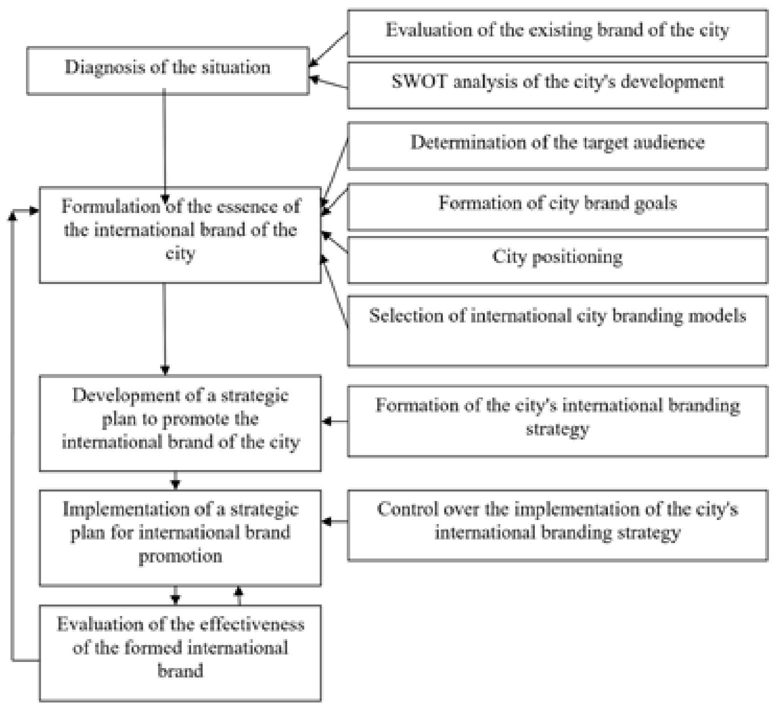

Figure 2: The process of developing the city's international branding strategy
Source: Author according to Bilovodska and Haydabrus (2012).

Let's consider each of the stages of developing the city's international branding strategy. Firstly, the current situation should be diagnosed in order to understand the strengths of the city. To evaluate the attractiveness of the city brand, it is advisable to use the model of Anholt, 2009, which is formed on the basis of a survey, and can be an evaluation base for comparing city brands. This model is used to maximally satisfy the needs and interests of the city's target audiences (residents, tourists, entrepreneurs, investors). The evaluation criteria are indicators that present the city's brand. In order to assess the existing brand and apply the Anholt index, it is suggested to take into account the attitude to the city of its residents, visiting guests, experts of the relevant companies and statistical data. The author adapted this technique to the characteristics of the cities of Ukraine and selected the components of the criteria of the general index. The criteria that should be used when forming a positive city brand are the place (quality of the natural and built environment); product (key institutions of the city, attractions and infrastructure); culture (art, culture and entertainment in the city); people (immigration and population diversity); welfare (employment indicators, GDP per capita, availability of corporate offices); promotion (number of scientific publications, links and recommendations on the Internet).
At the second stage, the essence of the international brand of the city is formulated. The goal is to define the concept of the city brand based on the results of the situation diagnosis. The importance of this stage lies in careful monitoring of the situation, diagnostics, determination of the essence of the city's brand, goals and objectives of its development. The search for the uniqueness of the city will allow determining the brand development strategy. The target audiences of the city's international branding are the city's state authorities, residents, entrepreneurs, tourists, and investors. It is appropriate for the city brand to apply to all target audiences, to stimulate the development of all areas that enhance the image of the city. At the same time, it is also necessary to select a priority target audience, since it is quite a difficult task to reach all those interested.

3.3 Characteristics of the city brand model and city brand promotion strategy

The main goal of the city's development is formulated on the basis of identifying its uniqueness, defining its role for the region, the country and the world. The city development mission must meet the following criteria as future priorities; persuasiveness; stimulation; targeting the target audience. After developing the mission of developing the city brand, it is necessary to highlight the goals by which it will be achieved. The success of the city's brand is achieved thanks to its positioning as distinguishing its features from other cities for target consumers.
The next stage of the process of developing a city's international branding strategy is the choice of a general branding strategy, which can consist of several models of city brands. We systematize the existing models of city brands in the Table 1.

City brand model identifier	Characteristics of the city brand model	Examples of using the city brand model
Natural objects	The places that are surrounded by picturesque landscapes, have beautiful landscapes, unique natural objects as waterfalls, thermal springs, etc.	Small settlements in the Alps, villages with thermal springs in Slovakia
Infrastructure building	The infrastructural construction of a city can change and improve its image	Eiffel Tower of Paris, Berlin wall, Big Ben of London, Gaudi buildings in Barcelona
Iconic figures, historical events	The promotion of a historical figure who lived in the city, or a reminder of significant historical events that took place in the city	Part of the city of London is dedicated to Sherlock Holmes, excursions to the city of Waterloo on the topic of the battle with Napoleon's army, Hohensalzburg Fortress in Salzburg
Significant real events of our time	The city is positioned as a place for holding tournaments, competitions, festivals, carnivals	Venetian Carnival in Venice, Cannes Film Festival in Cannes, Sorochyn fair in the village Sorochintsi
Specialization of cities	The city has a narrow specialization in a certain field	Flower auction in Amsterdam, Zurich as the headquarters of world banks

Table 1: City brand models
Source: Author according to Bilovodska (2012); Soskin (2011); Jojic (2018)

It should be emphasized that promoting the city brand using a single model is quite difficult and not effective; therefore it is advisable to combine and combine models with each other, which will allow reaching a larger number of target groups and satisfying different interests in order to expand the orientation of the city. Measures that are recommended to be used to promote the city brand are presented in Figure 3.

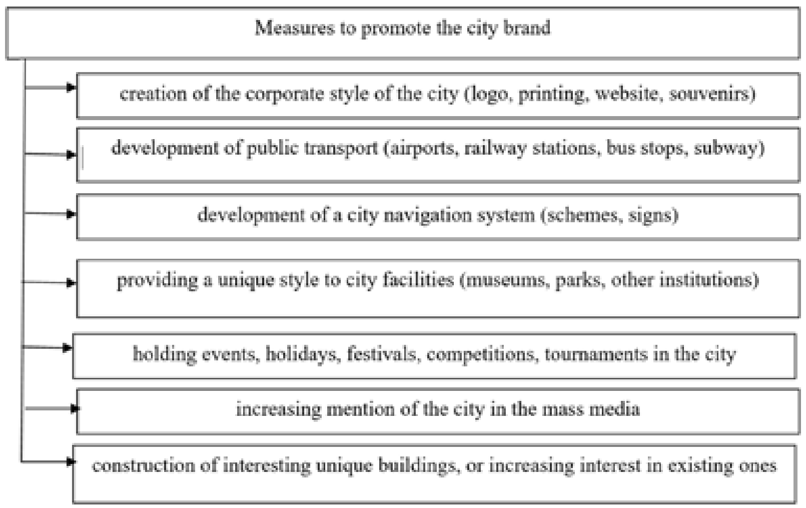

Figure 3: Measures that are recommended to be used to promote the city brand
Source: Author according to Kotler (1999)

The next stage of development of the city's international branding strategy is the formation of a strategic branding plan. Strategic planning within the territory involves independent study, monitoring and development by the local government of the goals and main directions of sustainable social and economic development of the city in conditions of fierce competition. The international branding strategy is a tool used to form and substantiate management decisions in the field of territorial branding. The challenge of strategic brand planning is to deliver the innovation and organizational change the city needs.
The functions of strategic brand planning cover the allocation of resources for the formation and development of the brand, adaptation of the brand to the external environment, internal coordination and regulation of branding, and organizational changes in the development of the city. That is, the strategic plan for the promotion of the international brand of the city is a set of strategies, measures, rules, methods for making planning decisions and implementing the plan, which are aimed at achieving branding goals. The strategic brand development plan is developed based on the current state of the city, outlining its future orientation, taking into account the necessary resources. The successful brand of the city can form a strategic vector for the development of the territory. However, in order for the city's international branding strategy to be viable, the brand must be based on an interesting idea that identifies the city's uniqueness in the country and the world.
The city brand promotion strategy ensures the positioning of the city, its products and resources on the global and domestic markets of the countries, and also contributes to the strengthening of the country's national competitiveness, therefore, in order for Ukrainian cities to enter the world rankings, attention should be paid to the formation of a positive perception of cities and unique associations with them. It is necessary to identify the main characteristics of the competitive advantages of the city brand and summarize the process of forming a successful strategy for the development of the city brand.
The next stage of the development of the city's international branding strategy is the implementation of a strategic plan, which involves regular, ongoing evaluation and control of the results of the implementation of the strategic plan, making corrections if necessary.
The last stage is the evaluation of the effectiveness of the formed international brand of the city. The evaluation is carried out by analyzing the achievement of the set goals and determining the new positions of the city and, if necessary, returning to the initial stages, that is, the presence of feedback.
Thus, in order to expand the possibilities of the city's development, increase the welfare of the population, and attract investors and tourists, it is necessary to form a clear and positive international brand of the city. To ensure sustainable development, the development of the international brand of the city on the basis of strategy development is of particular importance.
The process of forming a city brand is quite long and labor-intensive. It is necessary to begin with the definition of special factors of the city's development as geographical location; geopolitical significance of the territory; natural resource potential; tourist and recreational potential; national and cultural features. An important element of the city brand concept is the idea that is formulated in the name.
Therefore, the development of thr international branding strategy will be facilitated based on modern strategic tools and marketing approaches, which allows to fuel the city's competitiveness among other cities.

4 Results

4.1 Assessment of the Kharkiv city brand

Let's move on to the assessment of the Kharkiv city brand. An expert assessment was conducted. The experts were the residents of the city who could objectively assess the culture, nature, architecture, scientific potential, infrastructure and general improvement of the city of Kharkiv. Residents of the city were interviewed by the questionnaire method. 535 people who live in the city, work at the city's enterprises, study in the city's institutions were interviewed. The sample is unique, quota-based, and representative of the city's population. The permissible error is 5%. The respondent had to score from 0 to 1 for each of the proposed criteria. The integral index of the Kharkiv brand is obtained as an arithmetic average of its indicators. The results of the survey are shown in the Table 2.

Indicator	Components of the indicator	Average value
Dynamics of city life	Infrastructure: availability of shopping centers, sports grounds, supermarkets, transport links Cultural events	0.65
Potential of the city	Unemployment rate Average salary Number of registered enterprises Number of educational institutions	0.8
Living conditions in the city	Real estate price Level of provision of housing and communal services Crime rate	0.64
Ecology of the city	Beauty of nature Architectural environment Recreational potential	0.72
Popularity of the city	Historical and cultural features Availability of museums, recreation facilities	0.76

Table 2: Results of a survey of residents of the city of Kharkiv regarding the assessment of the existing brand
Source: Author

Thus, according to the results of the survey, it can be concluded that the compliance of the brand with the requests of the city population is characterized by high indicators (average index 0.71). n order to increase loyalty to the brand, it is necessary to form such a strategy, as a result of which people would clearly identify the city of Kharkiv among others and give it preference in terms of tourism, recreation, and investments. That is, based on the analysis of the existing associations of people with the city, it is necessary to select the strongest of their groups and determine the strategy of brand formation and development.
We will conduct a SWOT analysis of the city of Khariv's brand in order to rank the strengths and opportunities of the external environment from the most promising to the least feasible, and the weaknesses and threats from the most threatening, which will allow us to form the city's international branding strategy. The results of the SWOT analysis of the city of Kharkiv are presented in the Table. 3.

		Favorable factors	Unfavorable factors	
Internal factors	Strengths	1. Significant historical legacy 2. High rhythm of city life 3 High average salary 4. The beauty of nature 5. Availability of housing 6. Benevolence and attitude of residents of the city of Kharkiv to guests of the city 7. Opportunities for business 8. High quality public services	1. Low level of tourist attraction 2. High level of unemployment 3. Insufficient number of interesting architectural buildings and museums	Weaknesses
External factors	Opportunities	1. Possibility of positioning the city of Kharkiv as „interesting historical city“ 2. Growing image, increasing interest in Ukraine 3. Obtaining external financial resources for the implementation of European projects 4. Conducting competitions of various levels 5. Conducting seminars, conferences, concerts	1. Instability of the political situation 2. Threat of deteriorating brand perception of the city of Kharkiv 3. Inflation	Threats

Table 3: Results of the SWOT analysis of the Kharkiv city brand
Source: Author

According to the results of the SWOT analysis of the city of Kharkiv and the results of the survey on the correspondence of the brand to the requests of the city population, we can see that the city has many strengths, such as historical heritage, the standard of living, which, in combination with ecology and the beauty of nature, forms the prerequisites for the possibility of positioning the city as „interesting modern city".

4.2 Development of the Kharkiv city brand during the period of large-scale invasion
Despite the military situation in 2022-2023, the Kharkiv city continues to develop. In order to develop and support the Kharkiv brand, in January 2023, the Kharkiv City Council decided to create the Kharkiv Investment Agency, whose activities are aimed at attracting domestic and foreign

investments to the economy of the Kharkiv region. The purpose of creating this institution is aimed at the implementation of investment, innovation, advisory and other activities, as well as promoting the investment development of the Kharkiv region by unlocking investment potential, attracting investments, developing public and private partnerships, and establishing cooperation. The investment potential of the Kharkiv region is enormous, although temporarily weakened by the war. Even in such difficult conditions, the economy continues to work; there is interest from already working and new investors in a number of sectors. After the start of the full-scale war, the investment attractiveness of Ukraine worsened tenfold due to high riskiness and instability in profitability. But foreign and Ukrainian companies have announced many investment projects. Information about direct investments in Ukraine during the war period (Table 4) indicates the interest of investors.

Year	Direct foreign investments in Ukraine		Direct foreign investments from Ukraine		Balance	
	in million USD	Increase, decrease	in million USD	Increase, decrease	million USD	%
2021	6687	+7555	-198	-280	+6885	+824,7
2022	838	-5849	344	+542	+494	-92,8

Table 4: Foreign direct investment in Ukraine from 2021 to 2022, in million USD
Source: According to Ministry of Finance of Ukraine

The largest contraction of the economy occurred in the first month of the large-scale invasion. Activities in the trade, industry, and construction and transport sectors of the Kharkiv region have significantly decreased due to the outflow of labour and the closure of enterprises due to the proximity to the territories of active military operations. In addition, product supply chains were destroyed, logistics were limited, sales markets were lost, and the purchasing power of the population decreased. Currently, the IT industry remains one of the few that has not been significantly negatively affected. After the withdrawal of the troops of the Russian Federation from the region, the recovery of many enterprises began. Thanks to road repairs, broken supply chains have been restored. In addition, enterprises of mechanical engineering, food and light industry, pharmaceutical industry are resuming their work. A full-scale war created many obstacles to the development of entrepreneurial activity in Kharkov. Many business entities have ceased their activities or moved their business from Kharkiv. Despite the situation, new businesses continue to open in Kharkiv, which makes it possible to restore the city's economy. So, within two months of 2023, 1,573 entrepreneurs opened their own business in the city, in addition, 317 entrepreneurs moved their business to Kharkiv from other regions during the same period. Local businesses continue to fill the budget, create jobs and engage in volunteer activities.
The advantages of investing in Ukraine and the Kharkiv region are high margins in some businesses, conditions for the cheapest entry into business, the social significance of continuing to build a business specifically in Ukraine, and supporting the country's economy.

5 Conclusion
Thus, in the process of developing a city branding strategy, image and social advertising plays an important role. When developing the brand of the city of Kharkiv, an important area of work is the recognition of the city on the Internet, for example, on international tourist web resources and in social networks. Promotion of the brand on the Internet today is becoming an innovative, effective and relatively inexpensive means of advertising. PR technologies are becoming the most popular means of creating a brand, while advertising is the best means of support, because public relations activities generate more trust in the target audience than advertising. PR technologies

include work with mass media, lobbying and event organization. The city of Kharkiv uses this tool in the development of an international brand, involving in the dissemination of information about the city opinion leaders who have a significant influence on public opinion and authority in society, that is, politicians, businessmen, public figures, prominent local residents. PR technology takes into account connections with local businesses, IT companies and tourism companies. Direct marketing as a branding tool demonstrates high efficiency in establishing communication with the elite. Personal communications should be effective by showing interest in certain individuals. This brand development tool is part of the marketing communications plan provided by the marketing strategy. The development of tourism and the attraction of investments in the city of Kharkiv require active interpersonal communication with the relevant target audiences, in the format of meetings and meetings. This toolkit of brand development is quite affordable, but may require some financial investments and organizational efforts. Sales promotion is aimed at obtaining an immediate response, attracting the attention of new customers, motivating regular customers and increasing the number of spontaneous purchases. Based on this, sales promotion from the point of view of geobranding is not easy. The branding strategy of the city of Kharkiv provides for the improvement of the city's infrastructure, i.e. the modernization of engineering networks, transportation, information networks, development of the city's investment portal with the aim of simplifying investors' access to information about the city's investment offers. The popular and effective means of creating a city brand is association with a person, which is, connecting the image of the city in the minds of people with a certain famous person, historical figure, for example, a politician, artist, poet, musician, composer, actor, director, athlete, scientist, artist etc. The strategy for the development of the Kharkiv city brand involves positioning the city for tourists through famous personalities who lived in the city, namely Hryhoriy Skovoroda (founder of Ukrainian philosophy, poet), Vasyl Karazin (founder of Kharkiv University), Petro Hulak-Artemovskyi (writer), Leonard Hirshman (professor of medicine), Mykhailo Starytskyi (writer and theater actor), Ilya Repin (artist), Ilya Mechnikov (nobel prize winner in the field of physiology and medicine), Dmytro Bagaliy (historian), Oleksiy Beketov (architect), Mykola Barabashov (astronomer), Isaak Dunaevsky (composer), Simon Kuznets (economist), Klavdia Shchulzhenko (pop singer and actress), Lev Landau (physicist), Leonid Bykov (actor), Lyudmila Gurchenko (actresses). Therefore, the association with the personality is an effective means of forming a bright brand of the city.

Product marketing is more effective than traditional advertising. Cooperation with famous writers and directors provides an opportunity to appeal to large target audiences, advantageously representing the brand. The informative and accessible way of building a city brand is event marketing, which is the holding of sports and cultural events, which contributes to the growth of interest in the city, attracts tourists, investors, promotes the spread of positive information, and establishes emotional connections between the consumer and the brand. Event marketing in the development of the brand strategy of the city of Kharkiv has become quite widespread. Thus, all-Ukrainian and international competitions in various sports are held in the city of Kharkiv, in addition, a large number of regional, all-Ukrainian and international festivals are held.

Thus, communication tools for the development of the city's international branding strategy play the most important role in the system of marketing tools. Traditional and special communication channels are used to develop the Kharkiv city brand. PR technologies have the greatest influence on the development of the Kharkiv city brand, which allow you to effectively build a public relations system and create the image of the city. Associations with personalities, „product placement" and event marketing are also effective tools for the international branding of the city, as they are available and not too expensive. Special attention should also be paid to advertising on social networks and the Internet, given their strengths.

Websites are the main and popular tool of online branding of the city: it helps to increase recognition of the city, improve awareness about it and form an image. Communication on the website of the city of Kharkiv takes place in the form of passive transmission of information (general information about the city, gallery of photos, brochures, projects and plans) and interactive communication (electronic city, consultations, feedback, calendar of events, interactive maps, virtual tours and reservations. The site has a detailed systematization of brand identification (logo, slogan, coat of arms, etc.), offers of the city (lists of historical and cultural monuments, calendar of events, photo gallery, maps, catalogs, reports, video reports), line of conduct (news, projects, plans, strategies , reports, information about local government, press center). In the process of developing the Kharkiv city brand, private blogs and the city blog of the city government are used. Blogs help to establish relations with city residents, gain the support of the population, and gain the favor of potential tourists. With the help of social networks as a city branding tool, it is possible to track the preferences of target groups and their feelings about the brand. The most visited social networks in the city of Kharkiv are Facebook, LinkedIn, and Instagram. An important social network is Trip Advisor as the site where travelers give advice to future tourists based on their own travel experiences. On the page of the city of Kharkiv on the Trip Advisor website, many reviews of entertainment (parks, monasteries, museums, churches) that are recommended to visit are provided; about hotels worth staying at during the trip; about cafes and restaurants where it is possible to have breakfast during your trip. Firstly, you can see a lot of photos of interesting places, and secondly, learn about the opinions of others about the quality of service, infrastructure of the city and evaluate the attractiveness and uniqueness for the purpose of your own visit. The 3D virtual environment in Kharkiv is used as part of the „Pocket Country" project, which digitized the city's architectural objects. In addition, there are banners and videos on YouTube about interesting cities of Kharkiv, which is one of the tasks of developing the city's brand. Information resources of the city of Kharkiv have links to e-mail, which allow the target audience to contact and receive feedback. Viral marketing is also used in the positioning of the Kharkiv brand, as a measure, the application of which provides an opportunity to ensure the active dissemination of the necessary information within the target audience by the users themselves. Viral marketing uses viral video and audio clips, flash applications, photos or images.

Based on this, two areas of online branding can be distinguished: first, promotion and communication of brand values; second, building online communities associated with the brand. Among the available online branding tools, cities use: websites, blogospheres; social networks, virtual reality, e-mail, viral marketing.

So, the process of developing a city's international branding strategy involves a sequence of steps. To develop an effective branding strategy, it is advisable to use integrated marketing communications, that is, offline and online tools. The possibilities of the Internet expand the range of methods by which a city can communicate and develop its local brand. The number of Internet users and the time they spend online is constantly increasing.

Effective international branding of the city contributes to the attraction of tourists, the formation of the regional sphere of industry and services, which is positively reflected in the growth of the number of jobs, the improvement of the quality of life, the concentration of investment resources and the recognition of the city beyond its borders. Attitudes towards a certain city are formed on the basis of a positive or negative image.

Each city is unique, special and unique. Creating a city brand, improving infrastructure, and promoting development are currently the main tasks of the city government. Creating and improving the brand of the city should be understood that in the future the city will receive advantages compared to other cities. The government and local authorities will support the development of international city brands.

The international branding strategy of the city of Kharkiv is formed as a „interesting modern city". The local authorities of the city of Kharkiv should apply offline and online technologies in the process of developing the city's international branding strategy. It is worth introducing virtual platforms, the latest trends in digital marketing, and taking an example from foreign city brands into the practice of Kharkiv city brand development.

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Kľúčové slová / *Key Words* ——— city brand, city branding, territory branding, reputation, image, international city branding strategy
značka mesta, tvorba značky mesta, značka územia, reputácia, imidž, stratégia budovania medzinárodnej značky mesta

JEL klasifikácia / *JEL Classification* ——— M31, O18

Résumé ——— Proces rozvoja medzinárodnej stratégie značky mesta: Prípadová štúdia mesta Charkov

Zámerom príspevku je určiť postupnosť etáp rozvoja medzinárodnej stratégie značky mesta. Za týmto účelom bola analyzovaná teória svetovej praxe vytvárania známych značiek miest a na tomto základe sa navrhli modely značiek miest. Schválenie postupu na vypracovanie stratégie medzinárodnej značky sa uskutočnilo na príklade mesta Charkov, jedného z najväčších miest na Ukrajine. Spojenie experimentu a rozhovoru umožnilo zhodnotiť značku mesta Charkov. Na základe SWOT analýzy boli odhalené silné a slabé stránky rozvoja značky mesta, ako aj vyhliadky na umiestnenie značky. Uvádzajú sa praktické odporúčania na zlepšenie stratégie rozvoja medzinárodnej značky mesta na základe využitia spektra offline a online nástrojov na jej budovanie.

Kontakt na autorov / *Address* ——— doc., prof. Nataliia Parkhomenko, PhD., Ds., Simon Kuznets Kharkiv National University of Economics, Department of International Economic Relations, av. Injenerniy, 4, 61165 Kharkiv, Ukraine, e-mail: parkhomenko.na28@gmail.com

Recenzované / *Reviewed* ——— 10. February 2023 / 2. March 2023 https://doi.org/10.46286/msi.2023.18.1.2

SHORT-TERM AND SEASONAL TIME SERIES MODELS FOR ONLINE MARKETING CAMPAIGNS

Marketing companies use the market response to price products, determine advertising expenditures, forecast sales or prepare and test the effectiveness of various marketing plans and campaigns. Predictions of future traffic for online marketing campaigns can be based on data analysis and market response models. Mathematical models have become the main tools for marketing decision-making. The main goal of this paper is to describe and show how to use behavioral modelling of potential customers in online marketing campaigns. In addition to the basic ARMA model for short-term website traffic forecasting, we evaluate the TBATS and Prophet models. Both models comprehensively capture seasonal and holiday fluctuations. More specifically we show how time series modelling can be incorporated into the evaluation of online marketing campaign traffic forecasts for marketing agency clients.

1 Introduction ——— The ever-increasing internet connectivity creates global changes not only in strategic but also in marketing thinking. New technological tools affect our lives and thereby deepen our dependence on the Internet. Technologies have made some activities easier for us, for example ordering food or shopping. Many experts advise how to become visible in the Internet markets by creating a suitable online marketing campaign for their clients. The reason these experts are needed is because of the Google search engine. Google's main algorithms hide and analyze data published on websites. A website builder for an online marketing campaign creates links that must be of high quality and must link the content of the website together with the content that the link links to. Ideally, this page should be an authority such as Quora, LinkedIn, or other publishing platforms. Google evaluates these links and notes the extent to which it can trust them (Monti 2021), (Park 2022), (Slawski 2012), (Chawla and Chodak 2021), etc. If a website gains Google search engine's trust, it will more easily increase its traffic and visibility on the Internet.
This paper aims to show how to evaluate and influence online marketing campaigns using data evaluation with mathematical-statistical models. Using an example of two clients, we show possible scenarios of how to achieve the client's marketing goals for its operation on the market based on the analysis of available data and the services we provide to the client.
The paper is organized as follows. After the literature review, we introduce the used methods to evaluate the traffic of online marketing campaigns. We then present our results and summarize the paper as part of the conclusion.

2 Literature review
The effectiveness of online marketing campaigns is a topic that is important not only for entrepreneurs and their marketers but also for researchers. Many studies apply forecasting methods to predict the traffic and success of online marketing campaigns. Forecasting traffic of the websites

is critical for planning, production and investment strategies. Many authors use time series models such as short-term autoregressive moving average (ARMA) models (Box and Jenkins 1976), Exponential smoothing models, and Holt-Winters models (Cipra 2020). ARMA models represent an important method for investigating time series while achieving a small prediction error. ARMA models can be applied to stationary stochastic processes. Traffic time series often show systematic upward or downward trends and cyclical fluctuations. Such time series should be modelled with the TBATS model (Munim 2022), (Naim et al. 2018), (De Livera et al. 2011) which generalizes the Holt-Winters smoothing model that is used when a single seasonal pattern is present. Another approach is offered by the Prophet model introduced by Facebook's Core Data Science team (Guo et al. 2021), (Zhao et al. 2018). We propose to evaluate the traffic of online marketing campaigns using the above methods.

3 Methodology
The main contribution of this paper is to explain how we can use time series models in online marketing campaigns. The first step to evaluating an online marketing campaign is to set campaign goals and quantifiable metrics. The value of the quantifiable metrics must be determined usually once a month. It can be either a fixed number based on data, according to the client's request, or a percentage change compared to a certain period, usually year-on-year or month-on-month. Online marketing campaign goals can be different. We present here the most common campaign goals:
• Turnover – total value of the orders that the campaign achieves (typical for e-shops)
• Conversion rate – the ratio between visits to the site and purchases, i.e. if one of the 100 people who came to the website buys, the conversion rate is 1%
• Spent credit – for paid campaigns
• ROAS – return on ad spend – the ratio between turnover and credit, if the campaign earns 100 Euro and 100 Euro is spent on it, ROAS is 100% and the client is at imaginary zero
• Traffic on the site
• Micro-conversions – they are interesting mainly in the case of sites that are not e-shops
  1. Number of submitted forms
  2. Clicking on a contact
  3. Document download
• Bounce rate – if a visitor comes to the site and immediately leaves without any interaction, it is counted in the bounce rate. The bounce rate tells you what percentage of visits are bounced. If the bounce rate is 35%, we can interpret it as 35 bounces out of 100 visits to the website.
• Any other calculated metric – a combination of several metrics.

Another important step is to determine which sources will fulfil the selected goals. If we want to increase paid traffic, we can use AdWords. If the goal is to increase organic traffic, then we can improve search engine optimization (SEO). Social media can also be a source that can help us achieve the selected goals.
The attribution model (Kannan et al. 2016) plays a large role in paid traffic. Attribution models determine how different channels are given credit for accomplishing goals. Consider the following situation:
1. A customer sees a banner ad, then sees an ad on Facebook, clicks on it and learns about the product.
2. Then searches for the product and uses a paid ad to enter the site, but does not buy the product at this stage.
3. Remembers the name of the site, writes it directly and purchases.
Which channel should be credited? Is it the banner ad because it was the first? Or Facebook because the customer clicked on that first? Or the paid ad because it was the closest to when

the customer bought the product? They all have merits in their ways. Google Analytics uses the following attribution models (Slawski 2012), (Anderl et al. 2016):

- Last interaction – the whole weight is attributed to the last channel.
- Last, Non-Direct Click – the whole weight is attributed to the last channel, except for a direct visit.
- Last AdWords Click – the whole weight is attributed to AdWords if it is in the conversion path.
- First interaction – the whole weight is attributed to the first interaction.
- Linear – the weight is distributed evenly among all channels in the conversion path.
- Time Decay – the weight is distributed among all channels, the latest channel has the most weight, and the earliest the least.
- Position Based – the weight is distributed so that the first and last interaction have the largest weight.
- Data-driven – based on data, but available only for relatively large amounts of data, which is not the norm. This is supposedly the best model.
- Custom models – the Markov model, based on probability, is often used.

The last step is the selection of a suitable model that will allow us to predict the traffic of online marketing campaigns. Online marketing campaign traffic estimations often use ARMA models.

ARMA model

The ARMA model relates observations about current traffic online marketing campaigns to previous traffic observations and previous shocks. AR models have infinite memory while the strength of the contribution varies with p. Moving average models have a finite memory of order q. A critical question is how to identify the parameters p and q of the ARMA model of a given series (Hanssens et al. 2005). ARMA model is composed of AR and MA models.
AR model is expressed as

$$AR(p):\ X_t = c + \sum_{i=1}^{p} \varphi_i X_{t-i} + \varepsilon_t$$

where $\varphi_1, \varphi_2, \dots \varphi_p$ are models parameters, c is a constant term and ε_t is an error term that follows the Gaussian white noise process.
The MA model is expressed as

$$MA(q):\ X_t = \mu + \varepsilon_t + \sum_{i=1}^{q} \theta_i \varepsilon_{t-i}$$

where $\theta_1, \theta_2, \dots, \theta_n$ are the model parameters, μ is the expected value of Xt and random variables $\varepsilon_t, \varepsilon_{t-1}, \dots$ represent error terms as white noise.
Finally ARMA model combines both AR and MA models:

$$ARMA(p,q): X_t = c + \varepsilon_t + \sum_{i=1}^{p} \varphi_i X_{t-i} + \sum_{i=1}^{q} \theta_i \varepsilon_{t-i}$$

ARMA models can be used to assess which conditions hold in a marketing online campaign: stationarity (mean-reverting) behaviour or evolving (ever-changing) behaviour (Hanssens et al. 2005).
If the traffic of an online marketing campaign has a rapid surge in sales performance, the question is if that increase is temporary (short-run) or permanent (long-run). Therefore Unit-root tests (Cipra 2020) are used to identify the presence of a long-run or stochastic-trend component in a traffic data series. In the absence of a unit root, all observed fluctuations in an online marketing campaign performance or marketing support are temporary deviations from a deterministic component (such as a fixed mean or a deterministic trend). With a unit root, the traffic time series may move widely apart from any previously held position.
Although the ARMA models are widely used, we propose to use either the TBATS models which use exponential smoothing and incorporates multiple seasonal patterns or the Prophet model.

TBATS model

TBATS model was introduced by De Livera et al. (2011). This model combines multiple seasonal periods, high-frequency seasonality, non-integer seasonality and dual calendar effects. In the TBATS model (De Livera et al. 2011), (Munim 2022), (Naim et al. 2018), T means trigonometric terms for seasonality, B stands for Box-Cox transformation to heterogeneity, A describes ARMA errors to explain short-term dynamics, T determines the trend, and S denotes seasonal term.

TBATS model includes Box-Cox transformation:

$$y_t^{(\omega)} = \begin{cases} \frac{y_t^{(\omega)} - 1}{\omega}, & \omega \neq 0 \\ \log(y_t), & \omega = 0 \end{cases}$$

seasonal periods component:

$$y_t^{(w)} = l_{t-1} + \phi b_{t-1} + \sum_{i=1}^{T} s_{t-m_t}^{(i)} + d_t$$

$$s_t^{(i)} = \sum_{j=1}^{k_i} s_{j,t}^{(i)}$$

the global and local trend:

$$l_t = l_{t-1} + \phi b_{t-1} + \alpha d_t$$
$$b_t = (1 - \phi) b + \phi b_{t-1} + \beta d_t$$

ARMA errors:

$$d_t = \sum_{i=1}^{p} \varphi_i d_{t-i} + \sum_{i=1}^{q} \theta_i \varepsilon_{t-i} + \varepsilon_t$$

where $y_t^{(\omega)}$ represents Box-Cox transformation for parameter ω, l_t is the local level in time t, bt is the short-term trend in time t, ϕ is the trend damping parameter, $s_t^{(i)}$ denotes the i-th seasonal component at time t, $m_1, m_2, \dots, m_T$ refer to seasonal periods, *dt* represents an ARMA *(p, q)* process and εt is a Gaussian white noise process with zero mean and constant variance σ2. α, β are smoothing parameters for *i = 1, …, T*. k_i denotes the required number of harmonics for the *i-th* seasonal component.

Fourier seasonal terms are expressed as

$$s_{j,t}^{(i)} = s_{j,t-1}^{(i)} cos\lambda_j^{(i)} + s_{j,t-1}^{*(i)} sin\lambda_j^{(i)} + \gamma_1^{(i)} d_t$$

$$s_{j,t}^{*(i)} = -s_{j,t-1}^{(i)} sin\lambda_j^{(i)} + s_{j,t-1}^{*(i)} cos\lambda_j^{(i)} + \gamma_2^{(i)} d_t$$

$$s_t^{(i)} = s_{t-m_t}^{(i)} + \gamma_i d_t$$

γ_i, $\gamma_1^{(i)}$ and $\gamma_2^{(i)}$ are smoothing parameters. $\lambda_j^{(i)} = \frac{2\pi j}{m_i}$. $s_{j,t}^{(i)}$ is the stochastic level of i-th seasonal component. $s_{j,t}^{*(i)}$ is the change in the stochastic level of the *i-th* seasonal component during the analyzed period.

The Prophet model

The Prophet model was introduced by Taylor and Letham (2018). The Prophet model should be compared with Holt-Winters and ARIMA models, but it uses a Bayesian-based curve fitting method to smoothen and forecast given time series (Zhao et al. 2018), (Guo et al. 2021). The Prophet model was proposed to discover holidays and seasonality in time series. Moreover, this model considers large trend changes based on daily, weekly, monthly, quarterly, and annual data and is appropriate to use for periodic time series data with many outliers.

The Prophet model is available within an open-source library (Munim 2022) that can achieve impressive performance with simple and intuitive parameters and can consider the influence of seasons and holidays.
The Prophet model introduced by Taylor and Letham (2018) can mathematically be expressed as
$y(t) = g(t) + s(t) + h(t) + \varepsilon t$,
where $y(t)$ is the forecasted value obtained by the model; $g(t)$ is the trend function, which determines nonperiodic changes in the time series values; $s(t)$ is the periodical function, influenced by weekly and yearly seasonality; and $h(t)$ represents the effect of holidays for various periods. The error term εt is used to represent abnormal changes that are not reflected by the model which follows a normal distribution.
The trend function $g(t)$ can be either a piecewise linear function expressed as (Guo et al. 2021)

$$g(t) = (k + a(t)^T \delta)t + (m + a(t)^T \gamma)$$

or a logistic function expressed as

$$g(t) = \frac{C(t)}{1+\exp\left(-(k+a(t)^T\delta)(t-(m+a(t)^T\gamma))\right)},$$

where $C(t)$ is a time-varying parameter or the non-constant carrying parameter; k is the growth rate; δ is the vector of rate adjustments of the growth rate; γ is the vector of correction adjustments at change points or trend change point; $\alpha(t)$ is the vector of adjustment parameters, and m is an offset parameter. The optimal model parameters are estimated using the grid search with the cross-validation method.
The seasonal effects are modelled by a Fourier series:

$$s(t) = \sum_{n=1}^{N} \left(a_n \cos\left(\frac{2\pi nt}{P}\right) + b_n \sin\left(\frac{2\pi nt}{P}\right)\right)$$

where N is the number of cycles of the model; P represents the length of the period of the given time series; 2n is the number of parameters that must be estimated to fit seasonality; an is the amplitude of the cosine function of the frequency doubling of n and bn is the amplitude of the sinusoidal frequency doubling of n. P is equal to 365.25 for annual data and P is equal to 7 for weekly data.
Holidays or major events can cause unpredictable fluctuations in the traffic time series. To avoid these unpredictable fluctuations, matrices containing the dates and details about holidays are prepared.

4 Results
We show how to evaluate the traffic of online marketing campaigns for clients of an agency providing implementation of marketing online campaigns. The client sets one or more goals that they want to achieve with the help of an online marketing campaign.
We will evaluate the online marketing campaign based on the analysis of data obtained from Google Analytics.
Consider a client who offers DIY materials in his e-shop. Let's assume that the e-shop is well established and brings the owner a profit comparable to their brick-and-mortar store. We provide PPC (Pay-per-click) services to the client and therefore focus only on campaign results, specifically monitoring ROAS metrics and campaign traffic. An overview of the campaign's metrics is presented in Table 1:

Target ROAS	200%	Actual ROAS	715.49%
Target spend	1500 EUR	Actual spend	1248.22
Target transaction revenue	3000 EUR	Actual transaction revenue	8930.88

Table 1: Overview of client metrics for PPC service
Source: Křížková (2018)

The campaigns follow the set goals and surpass them as can be seen in Table 1. The main reason is that the campaigns are focused on performance, which means that the keywords are so-called „longtails". A longtail is a multi-word keyword and indicates that the searcher already knows almost exactly what they need. A potential customer is already close to making a purchase when they enter a specific keyword into the search engine.
Moreover for this client, we monitor the traffic that we bring to the e-shop through paid advertising. When deciding how to effectively measure traffic, we concluded that a month-to-month comparison was not appropriate due to the seasonality of the product. A year-on-year comparison came into consideration, but it also has limitations because it would be enough for us to have achieved a better result than the same month a year ago. Another possibility is to set a certain percentage of growth and try to meet it. For example, set a goal to bring 20% more traffic to the e-shop compared to last year. However, the question remains how to set this growth. If we set it too low, we will not use the full potential of the campaign. If we set it too high, we will be trying for the impossible and will not meet the goal. So we decided to use time series analysis, specifically the Prophet model. The first advantage is already mentioned in the monthly goal setting, and the second advantage is the ability to check in real-time whether the traffic behaves as expected. At some point the set credit for paid ads runs out and the ads stop showing. The traffic from paid ads will then drop to zero.
Actual short-term period daily traffic data is shown as the black line, and predicted traffic data is shown as the blue line in Figure 1. The grey band represents the confidence intervals. The decrease in the last recorded point of real traffic (in the middle of the graph) is caused by using data only up to the morning of that day.

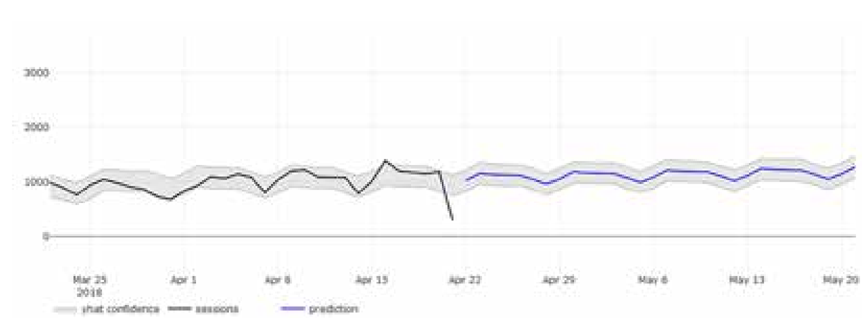

Figure 1: Traffic graph and traffic prediction using the Prophet model, short-time period
Source: Křížková (2018)

The long-term period for traffic data is shown in Figure 2.

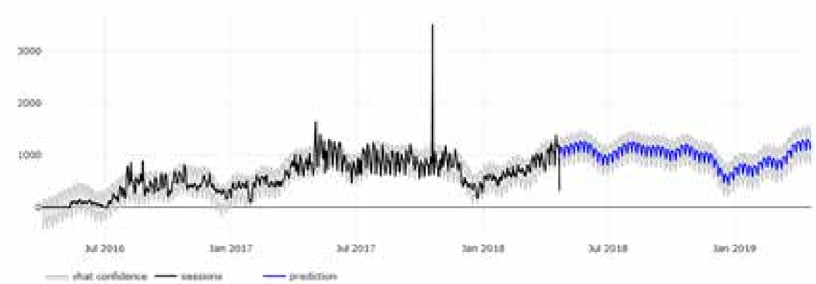

Figure 2: Traffic graph and traffic prediction using the Prophet model, long-time period
Source: Křížková (2018)

It is advisable to recalculate the traffic forecast daily. If there were significant changes in the campaign, the prediction would have to be adjusted. This would not be possible if we calculated the prediction only once.
This approach is suitable for clients with a long history of online campaigns, as it can detect seasonality and take it into account for the forecast. Figure 3 shows the decomposition of the 3 trends. The first graph in Figure 3 shows the trend over the years. The second chart shows the trend over the days of the week and the last chart shows the trend over the months of the year. The last graph is interesting because it shows the client when there is the season and when there is a slump. This information should be useful for allocating money in advertising because it is worth investing more money in paid advertising during the starting season compared to the off-season. We can automatically raise the maximum price per click on days when there is a higher buying potential, specifically in this case it would be Sunday and Monday as is seen from the second graph. The first graph is a good indicator that the campaigns are doing well. If the trend had a downward character, it would be a sign that the specialist working on these campaigns needs to make drastic changes to ensure an increasing trend.

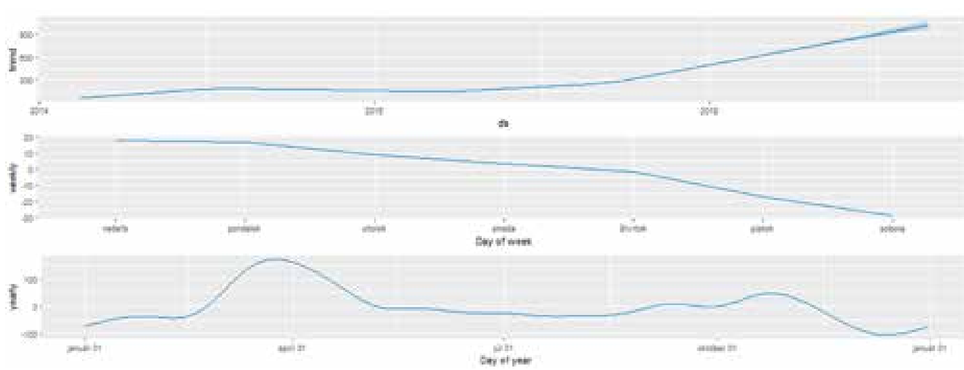

Figure 3: Model Prophet and the trends
Source: Křížková (2018)

Another client sells parts for motor vehicles. SEO optimization is carried out for this client. The client's goal is to increase organic/unpaid traffic to its website by 20% compared to last year. In Table 2, we see the estimate of organic/unpaid traffic growth determined by the Prophet model. We see the estimate and the real situation differ.

Target value Organic sessions	+20% YoY 13939	Actual value Organic sessions	21475
Prophet prediction for the actual month	21583.28	Actual value	21475

Table 2: Overview of client metrics with SEO optimization
Source: Křížková (2018)

Let us look at Figure 4. Figure 4 shows a graph of the organic search traffic for the monthly frequency of the data. The black colour line shows the real daily values, the blue line is the Prophet model prediction and the grey band is the confidence interval corresponding to the Prophet model. We can see some spikes in traffic that fall outside of these confidence intervals and therefore we look at the detailed part of this graph, which is shown in Figure 5.

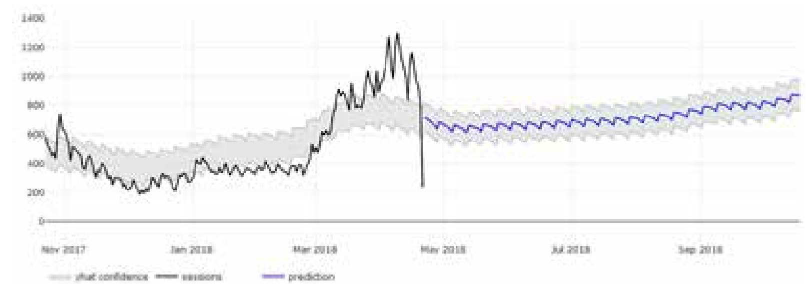

Figure 4: Traffic graph and prediction using the Prophet model, monthly (medium) period
Source: Křížková (2018)

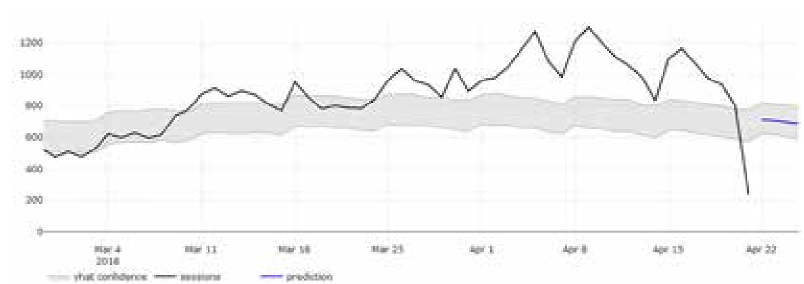

Figure 5: Traffic graph and prediction using the Prophet model, daily (short) period
Source: Křížková (2018)

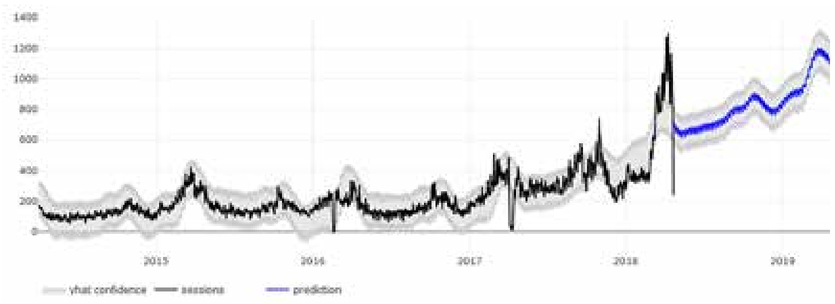

Figure 6: Traffic graph and prediction using the Prophet model, yearly (long) period
Source: Křížková (2018)

The reason for the observed traffic behaviour on the website is as follows. The client decided to turn off paid advertising at the beginning of March, which led to an increase in visits from organic traffic and therefore falls outside the confidence interval. We will now explain why there was a big difference in the targets created using the year-over-year comparison and using the Prophet model. In the previous year, paid advertising was not turned off, and therefore it was not possible to estimate the change in traffic using percentage growth. If paid advertising had not stopped in March, the percentage growth model may have been more reliable. However, the Prophet model has noticed this change, although it is not yet perfectly visible in the daily data (Figure 5). The monthly forecast is getting closer to reality (Figure 4). However, when we display the entire available data period (Figure 6), this increase is more obvious.
Now we compare the results obtained by the Prophet model with other models. Figure 7 shows the prediction of the organic search traffic for the monthly frequency of the data using Exponential smoothing, ARIMA and TBATS models. Akaike Information Criterium AIC (Cipra 2020) was used to select the appropriate model. It turned out that the Prophet model was the best in being able to respond to changes in the client's online campaign settings.

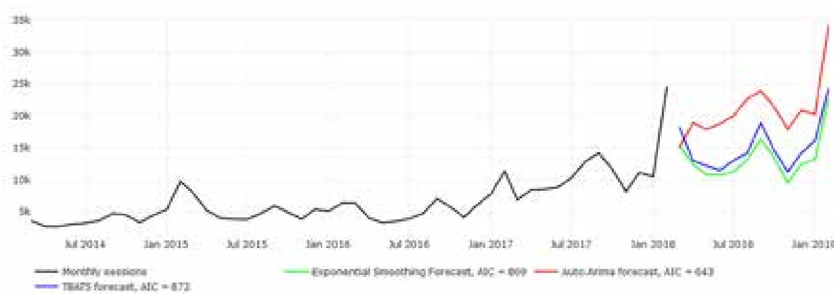

Figure 7: Traffic graph and prediction using Exponential smoothing model, ARIMA and TBATS model
Source: Křížková (2018)

5 Conclusion

Online marketing traffic is very dynamic, so both researchers and marketing managers actively look for new ways to help businesses establish themselves in online markets. At

the same time, they try to use scientific knowledge to analyze the behaviour of customers visiting online markets. The ability to predict customer traffic using time series analysis is highly useful for optimizing and setting the strategy of individual campaigns. Our study contributes to the existing scientific literature by providing practical insights obtained from two online marketing campaigns. The paper provides the reader with an insight into the evaluation of online marketing campaign traffic using time series analysis. We suggested using the Prophet and TBATS models to model the traffic of online campaigns. The Prophet model has proven to be the best in responding to changes and predicting traffic for online marketing campaigns.

5. Poznámky/Notes

The first author kindly announces the support of the KEGA 029UKF-4/2022.

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Kľúčové slová / *Key Words* ——— ARMA model, Prophet model, seasonality, holidays, online marketing
ARMA model, Prophet model, sezónnosť, sviatky, online marketing

JEL klasifikácia / *JEL Classification* ——— C10, C22, M31, M37

Résumé ——— Krátkodobé a sezónne modely časových radov pre online marketingové kampane
Marketingové spoločnosti využívajú odozvu trhu na oceňovanie produktov, určovanie výdavkov na reklamu, prognózovanie predaja či prípravu a testovanie účinnosti rôznych marketingových plánov a kampaní. Predpovede budúcej návštevnosti pre online marketingové kampane môžu byť založené na analýze údajov a modeloch odozvy trhu. Hlavnými nástrojmi marketingového rozhodovania sa stali matematické modely. Hlavným cieľom tohto príspevku je popísať a ukázať, ako využiť modelovanie správania potenciálnych zákazníkov v online marketingových kampaniach. Okrem základného modelu ARMA pre krátkodobé predpovedanie návštevnosti webových stránok hodnotíme modely TBATS a Prophet. Oba modely komplexne zachytávajú sezónne výkyvy a výkyvy spôsobené sviatkami alebo dovolenkami. Konkrétnejšie ukážeme, ako možno modelovanie časových radov začleniť do vyhodnocovania prognóz návštevnosti online marketingových kampaní pre klientov marketingových agentúr.

Kontakt na autorov / *Address* ——— doc. RNDr. Mária Bohdalová, PhD., Comenius University Bratislava, Faculty of Management, Department of Quantitative Methods. Odbojárov 10, 82005 Bratislava 25, Slovak Republic, e-mail: maria.bohdalova@fm.uniba.sk

Mgr. Miriama Křížková, Comenius University Bratislava, Faculty of Mathematics, Physics and Informatics, Department of Mathematical Analysis and Numerical Mathematics, Mlynská dolina F1, 842 48 Bratislava, Slovak Republic, e-mail: miriamakrizkova@gmail.com

Recenzované / *Reviewed* ——— 10. March 2023 / 22. March 2023

 DOI: https://doi.org/10.46286/msi.2023.18.1.3

A STUDY OF THE CONSUMER BEHAVIOR AS THE KEY TO EXPANDING THE MUSEUM AUDIENCE

This article deals with the analysis of various factors that impact the consumer behavior of museum visitors with an aim to build an effective marketing strategy that will help to expand the museum audience. The author proposes to divide them into two main categories: socio-demographic factors and factors of value orientations that form personal motives. The survey using questionnaire method was conducted in order to identify the importance of each category in the decision-making process. It showed the connection between frequency of the museum visits and family history of going to museums, as well as the fact that visitors are coming to the museum in order to satisfy some of their personal motives. Thus, the importance of value orientations that form personal motives was identified and its consideration when building a viable marketing strategy for museums was proposed.

1 Introduction ——— The growing competition in the cultural services market and the changing forms of consumer behavior necessitate the introduction and use of a marketing strategy that will help to expand the audience for such services. Over the past years, the organizations that provide services of a cultural and educational nature are changing; the very nature of consumption of culture is also changing. Thus, for example, in the United States, elitist consumption of culture is being replaced by the so-called „cultural omnivorousness“ (Peterson and Kern 1996). The terms „elitist consumption of culture“ and „cultural omnivorousness“ describe two different patterns of cultural consumption.
Elitist consumption of culture refers to a pattern of cultural consumption where individuals or groups selectively consume highbrow or elite cultural products, such as classical music, opera, or literary fiction, and view these cultural forms as superior to other cultural forms. In this context, culture is seen as a marker of social status, and those who consume elite cultural products are seen as more cultured or sophisticated than those who do not.
On the other hand, cultural omnivorousness refers to a pattern of cultural consumption where individuals or groups consume a wide variety of cultural products, spanning highbrow, middlebrow, and lowbrow forms. In this context, culture is not seen as a marker of social status, but rather as a way of exploring and experiencing different cultural perspectives and expressions. Those who exhibit cultural omnivorousness are seen as open-minded and inclusive in their cultural tastes. The museum, being an important element of culture, is also interested in the right marketing policy, which will enable it the active promotion of museum services

and the expansion of its audience, on one hand, and, the implementation of its socio-cultural mission, on the other. In recent years, museum visitors are increasingly becoming consumers of museum services (Rodney 2015).

It is very important in this regard, that there is a clear understanding of the current and potential future museum visitors, their interests and expectations, as well as behavioral characteristics. The key here is finding the right balance between a search for a new and support from the existing museum audiences (Rentschler 2007). It is worth noting the significant shift in the museum's focus from its exhibits to its audience (Jones and Mathé 2019). In this regard, the study of the consumer behavior of the museum audience becomes relevant.

The traditional five-step model of analyzing the purchasing decision process according to Kotler can be considered universal and can be used, among other things, in studying the consumer behavior of a museum audience: problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior (Kotler 2007). Each of the steps is very important for a marketer in terms of understanding their audience. At the same time, it should be noted that this model is not focused on some specific features of the consumer behavior of the museum audience, and is also mainly designed to study the behavioral patterns of consumers in the short term.

2 Literature review

The earliest and most significant study of the consumer behavior of museum audiences is Bourdieu's work (1984). According to his research, visiting cultural organizations is directly related to the social status and level of education. At the same time, according to Falk (1998), demographic factors can no longer be considered sufficient to determine the behavioral characteristics of the museum audience. The Kotlers, on the other hand, believe that the cultural background is important in determining the motives for visiting a museum (Kotler et al. 2008). Housen (1987) proposes to consider three important parameters for determining the character of a museum visitor: demographic, specific attitude towards the museum, degree of education, and other factors associated with intellectual development. Hooper-Greenhill (2011) believes, that special attention should be paid to the diversified nature of the consumer behavior, since different people visit different museums and usually do so at different times. A substantial number of researchers also emphasize that visiting museums ceases to have only cultural and educational character and increasingly becomes more personalized and focused on obtaining experience and knowledge (Harrison 2013), while the very idea of such an undertaking becomes a key element in the context of communication between the museum and its audience. In this regard the direct participation of the visitors in various museum activities and the increase in the degree of their involvement in the museum work becomes important. (Simon 2010). Thus, John Falk and Lynn Dierking (2016) suggested to consider a range of factors that influence museum visitor expectations: previous experience, sources of information and types of museums. They also proposed the study of the process of knowledge acquisition in a museum within the following three categories:

1.Personal; 2. Social; 3. Physical. Each of these categories carries a number of motives for visiting the museum, and can be used to study the consumer behavior of the museum audience in order to expand it.

In the category of personal motives, one can add training and education, entertainment and experience, interests and curiosity, rest and recreation. The social motives for visiting the museum include those the end result of which is a social interaction aimed at strengthening family relations, acquiring new friends and the possibility of social communication. The category of physical motives includes comfort, attractiveness and uniqueness of the museum exposition.

John Falk (1998) singled out the main types of museum visitors, dividing them conditionally into five categories: Explorer, Facilitator, Experience Seeker, Professional/Hobbyist and Recharger. But at the same time, the issue of segmentation of the museum audience still remains complex and not fully resolved. It is complicated further by the change in the structure of consumer behavior of the museum audience and, as a result, the diversity of motives for visiting the museum.

The aim of this study is to consider a wide range of factors influencing the behavior of consumers of museum services, in particular the analysis of socio-demographic factors and various personal motives that directly impact the cultural activity of museum visitors.

3 Methodology of research

In this study, we used the method of reviewing the literature devoted to the research of the museum audience and the characteristics of its consumer behavior. As a result, two main groups of factors were identified: socio-demographic and value orientations that form personal motives, which, according to the author, form the basis of the museum audience's consumer behavior.

In order to study the degree of influence of these two groups of factors on the consumer behavior, the questionnaire method was used. It was conducted between October 15 and November 15 among the visitors of the Bukhara State Museum, which is one of the most visited museums in Uzbekistan. The questionnaire consisted of 12 questions which included: demographic questions, closed-ended questions and Likert scale questions Another aim of this questionnaire was the determination of the social and cultural image of the modern museum visitor and identification of the main motives that encourage cultural activity of museum visitors.

In general, the survey was conducted for 30 days. 180 questionnaires were distributed, 167 of which can be considered suitable for processing and used in analysis of this study.

Descriptive statistics and correlation analysis were used to process the data obtained during the survey.

4 Analyses and results

The transformation that has taken place in the consumption of museum services indicates the importance of a two-way analysis of the factors influencing the consumer behavior of a museum visitor. Transformation in consumption of museum services refers to changes in the way that people engage with and use museum services. This could include changes in visitor demographics, the types of exhibits or programs offered by museums, or the ways in which visitors interact with exhibits or access museum content.

There are many factors that could contribute to transformations in museum consumption, including changes in technology, shifts in cultural attitudes and values, or changes in the social and economic landscape. For example, the rise of digital technologies has led to new opportunities for museums to engage with visitors online, while changing social attitudes may be leading to greater demand for more diverse and inclusive exhibits. To study transformations in museum consumption, researchers may use a range of methods, including surveys, focus groups, and observational studies. Statistical techniques such as regression analysis or time series analysis may also be used to examine trends and patterns in museum visitation or engagement over time. Overall, understanding transformations in museum consumption is important for museum professionals, policymakers, and researchers seeking to improve access to and engagement with museum services.

On the one hand, it is very important to assess the socio-demographic image of the museum visitor, and on the other hand, to assess the factors that have a direct impact on his cultural activity. Let's consider them separately. We can attribute a number of socio-demographic factors such as social status, gender, place of residence, age, education, etc. to the socio-cultural image of a museum visitor. Within the framework of this study, it is important to trace the extent to which socio-demographic factors influence the manner and nature of the consumer behavior of the museum audience and whether they have a direct impact on the volume of consumption of museum services in general, as well as to form a general profile of the museum visitor. The factors that have a direct impact on the cultural activity of a person include value orientations – a number of personal motives and cultural characteristics of the environment in which a person grew up, guided by which the visitor makes a choice in favor of visiting a certain type of museum. A number of modern researchers believe that it is this series of motives that dominates the consumer behavior of the museum audience, which in turn means that socio-demographic factors fade into the background or do not at all impact the consumer's choice of visiting the museum. In other words, visiting the museum today is not done with a goal to see something, it is more an action associated with the satisfaction of one's personal motives.

4.1 Socio-demographic profile of a museum visitor

In the beginning, I propose to consider the socio-demographic profile of the museum visitor. The first five questions of the questionnaire were aimed at identifying precisely these characteristics (Figure 1).

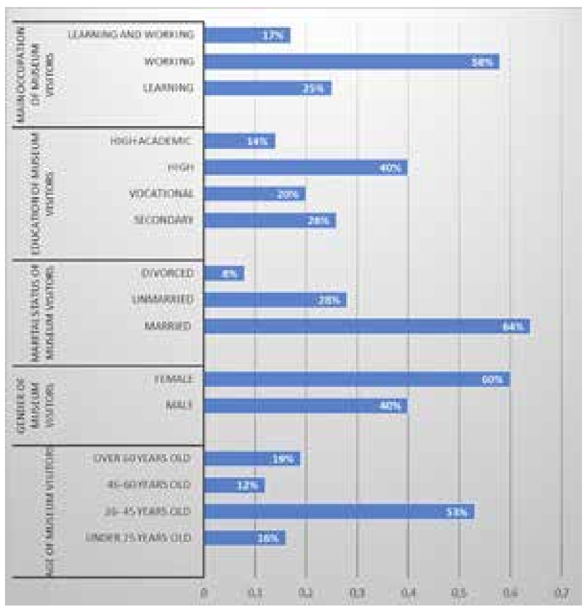

Figure 1: Socio-demographic profile of museum visitors
Source: Author

This table shows that the main visitors to the museum are people aged between 26 and 45. The rest of the age categories are presented in relatively equal proportions. It should be noted that among the visitors to the museum, women predominate, making up to 60% of the respondents.

It is also noteworthy that 58% of museum visitors are employed, so any advertising and PR in various organizations as a marketing communication tool for creating a permanent museum audience and attracting new visitors will have a more positive effect compared to, for example, advertising and PR in educational institutions. It can be added that most of the surveyed visitors are married and have a higher education. Based on these data, it can be said that the organization of any family events or events to strengthen family values in the museum will definitely be of a great success. Summing up, we can say that a museum visitor is a person aged between 26 and 45, is married, mostly has already received a higher education and is employed.

4.2 Value orientations that form personal motives

Turning to value orientations, it should be noted once again that here we are considering a number of factors that form the personal motives of museum visitors t should be noted the popularity of value-based marketing as a approach for communication with customers based on and about personal values and ethics (Strach 2018).
It is worth noting that 70% of the respondents answered that it was customary in their families to visit museums, which suggests that families with a tradition of visiting museums on a regular basis, develop a close relationship with the museum and subsequent generations also get accustomed to visiting such cultural organizations. Furthermore, 57% percent of visitors came to the museum with the purpose of education and cultural enlightenment, and 40% of respondents visit the museum because of their interest in permanent and temporary exhibitions. This is an indicator that the museum is still associated by consumers of cultural services with its main function of education and cultural awareness. In turn, such motives as just spending free time, going to the museum to show to children, visiting the museum while sightseeing and visiting the museum as a form of entertainment make up a small percentage. This indicates that the museum has not yet firmly established its position in the entertainment market and is losing competition to other places for entertainment that are more attractive from the point of view of consumers (Table 1).

Personal motives for visiting the museum	permanent exhibitions	temporary exhibitions
Interest in the museum's permanent exhibition	40%	37%
Education and cultural awareness	57%	48%
Desire to spend free time	16%	32%
Show the museum to kids	11%	13%
Went sightseeing	13%	8%
Entertainment	7%	9%

Table 1: Main motives for visiting the museum
Source: Author

Furthermore, it is important to consider the frequency of the museum visits as an important factor when analyzing the value orientations that form the personal motives of the respondents (Figure 2). About 40% of respondents answered that they visit the museum every month. This group can be conditionally called a permanent museum audience. In this part of the audience there is not much hesitation when it comes to the decision to visit the museum. They are also very stable in terms of visiting the museum on a permanent basis. They seem to have already formed the habit of visiting the museum. For the goal of our research, however, from the point of view of expanding the museum audience, the remaining 60% percent, who visit the museum once every six months, once a year, or very rarely, are of greater interest. This points to the need for research on the correlation between visit frequency and museum visit motives. Although, we do not pose this issue within the framework of the current article.

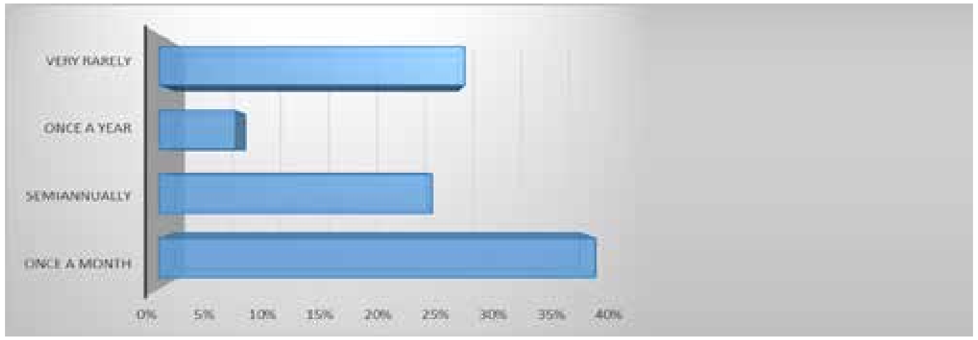

Figure 2: Frequency of visit to the museum
Source: Author

When analyzing the behavioral characteristics of consumers of museum services, it is also important to consider the source of information from which the they prefer to receive information about museums and all sorts of cultural events (Figure 3). It should be noted that the leading position as a tool for communication between the museum and its audience has been assigned to social networks these days, which indicates that the museum should not only be presented in all social networks, but also actively promote its content through them. It is interesting to note that more than 30% of respondents prefer to follow the activities of the museum through the official web page. The third media is the promotion and advertising of the museum by its staff through the organization of meetings, visits, round tables and other events in various organizations, which indicates that sometimes direct personal communication with your potential audience is also beneficial.

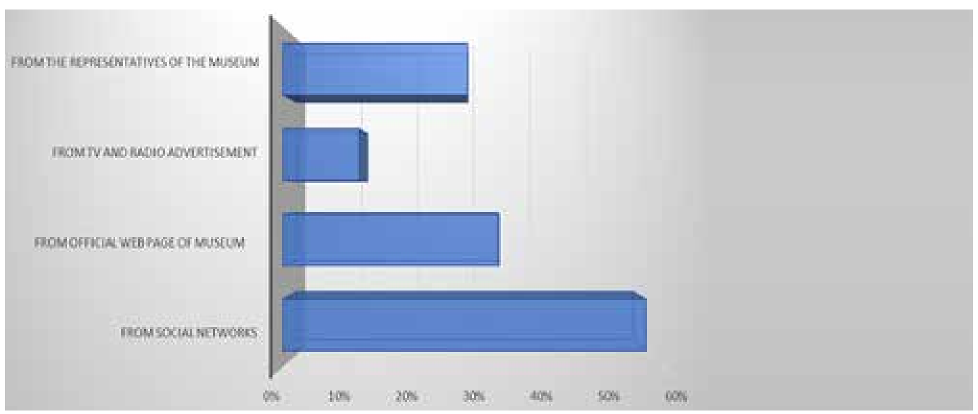

Figure 3: The main sources for receiving information about museum
Source: Author

Summing up the survey, the following questions were asked: how satisfied are you with your visit? and how likely is it that you will make a repeat visit to the museum (Figure 4)?

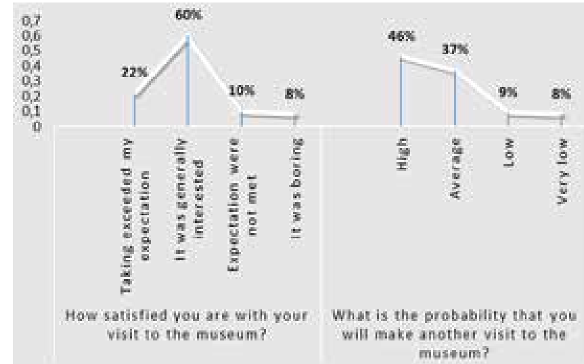

Figure 4: Level of satisfaction and the likelihood of repeat visit to the museum
Source: Author

This graph shows a very positive ratio of satisfaction from the visit and the desire to revisit the museum among those surveyed. At the same time, 60% of those surveyed answered that it was generally an interesting visit, and only 46% expressed a high desire to revisit the museum again.

5 Conclusions

Having considered a wide range of factors influencing the consumer behavior of the museum audience, the author proposed a division of factors into two groups that is not universal, but greatly simplifies the task of research: Socio-demographic factors and factors of value orientations that form personal motives. Based on this division, a questionnaire was developed with the purpose of identification of the degree of influence of certain factors on the consumer behavior of the museum audience.

Based on the results of the survey, it is worth emphasizing that currently the main visitor of the Bukhara State Museum is a person aged between 26 and 45, married, mostly with a higher education and is employed. I would like to note that the study did not reveal a strong and close relationship between socio-demographic factors and the consumer behavior of the museum audience. It has also not been observed that a visitor with a particular socio-demographic profile tends to visit the museum more often. On the contrary, the author believes that with a properly built and directed marketing strategy, there is a high probability of a significant expansion of the museum audience and attracting people from different social groups to the museum.

Unlike socio-demographic factors, the factors of value orientations that form personal motives are of a more complex nature, which requires a deeper study of these factors and their influence on the consumer behavior of the museum audience. It is also worth noting the limitations of the study:

- Small sample sizes: Museum marketing research often relies on surveys, focus groups, and other methods that involve a relatively small sample size of visitors.
- Self-selection bias: Visitors who participate in museum marketing research may not be representative of the broader population of museum-goers, as they may be more motivated or interested in providing feedback than those who do not participate.
- Limited scope: Museum marketing research may focus on a specific aspect of the museum experience, such as exhibit design or program offerings, and may not capture the full range of factors that influence visitor behavior.
- Limited data availability: Museum marketing research may rely on data that is difficult or expensive to obtain, such as visitor traffic patterns or demographic information.

In the course of this study, a strong relationship was determined between the frequency of the museum visits and the existing family tradition of visiting the museums. Thus, 70% of the respondents confirmed that it was customary in their families to visit museums. Moreover, the idea that most of the museum visitors come to the museum not just to see something, but to satisfy their personal motives, among which education and cultural enlightenment prevail, found its confirmation in the survey.

In conclusion, we can say that the factors of value orientations that form personal motives have a serious impact on the consumer behavior of the museum audience. Henceforth, it is important for the museum to pay special attention to this factor when building a marketing strategy. Based on the statement that factors of value orientations form personal motives that have a serious impact on the consumer behavior of the museum audience, here are some recommendations:

- Conduct research to understand the value orientations and personal motives of the museum audience: In order to create exhibits and programs that resonate with visitors, it is important to first understand what drives their behavior. Conducting research through surveys, focus groups, and other methods can help identify the key value orientations and personal motives of the target audience.
- Tailor exhibits and programs to specific value orientations and personal motives: Once the value orientations and personal motives of the target audience have been identified, the museum can tailor its exhibits and programs to appeal to those specific interests. For example, if the target audience values education and intellectual stimulation, the museum can develop more educational exhibits and programs that provide in-depth information about historical or scientific topics.
- Communicate the value proposition of the museum: It is important for the museum to communicate its value proposition clearly to potential visitors. This can be done through marketing and advertising campaigns that highlight the unique features of the museum and its exhibits. By communicating the value proposition of the museum effectively, it can attract visitors who share the same value orientations and personal motives.
- Provide a variety of exhibits and programs: While it is important to tailor exhibits and programs to specific value orientations and personal motives, it is also important to provide a variety of exhibits and programs that appeal to a wide range of visitors. This can help attract a diverse audience and provide a more engaging and inclusive experience for all visitors.
- Continuously evaluate and adapt: The museum should continuously evaluate and adapt its exhibits and programs based on visitor feedback and changing value orientations and personal motives. This can help ensure that the museum remains relevant and engaging for its target audience over time.

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Kľúčové slová / *Key Words* ——— museum, consumer behavior, museum marketing, museum audience, visitor profile, visitors' motives, factors of influence
múzeum, spotrebiteľské správanie, marketing múzea, publikum múzea, profil návštevníka, motívy návštevníkov, faktory vplyvu

JEL klasifikácia / *JEL Classification* ——— M31, Z10

Résumé ——— **Štúdia spotrebiteľského správania ako kľúč k rozšíreniu publika múzea**
Tento príspevok sa zaoberá analýzou rôznych faktorov, ktoré ovplyvňujú spotrebiteľské správanie návštevníkov múzeí, s cieľom vytvoriť účinnú marketingovú stratégiu, ktorá pomôže rozšíriť publikum múzea. Autor ich navrhuje rozdeliť do dvoch hlavných kategórií: sociodemografické faktory a faktory hodnotových orientácií, ktoré formujú osobné motívy. Prieskum s využitím metódy dopytovania sa uskutočnil s cieľom identifikovať význam jednotlivých kategórií v rozhodovacom procese. Ukázala sa súvislosť medzi frekvenciou návštev múzeí a rodinnou históriou návštev múzeí, ako aj skutočnosť, že návštevníci prichádzajú do múzea s cieľom uspokojiť niektoré zo svojich osobných motívov. Takto sa identifikoval význam hodnotových orientácií, ktoré tvoria osobné motívy a navrhlo sa ich zohľadnenie pri budovaní životaschopnej marketingovej stratégie múzeí.

Kontakt na autorov / *Address* ——— Firuz Kurbanov, Bukhara State University, 705018, Bukhara, M. Iqbol St., 11, Uzbekistan, e-mail: firuzkurbanov1988@gmail.com

Recenzované / *Reviewed* ——— 1. March 2023 / 15. March 2023

DOI: https://doi.org/10.46286/msi.2023.18.1.4

APPLICATION OF MARKETING PRINCIPLES FOR HEIS: A PERSPECTIVE OF PAKISTANI UNIVERSITIES

This study focuses on the application of marketing principles for higher education institutions (HEIs) in Pakistani universities. The study begins with a review of the current marketing practices in the higher education sector and analyzes the challenges faced by HEIs in attracting and retaining students. The research methodology includes a mix of qualitative and quantitative data collection techniques such as surveys and interviews with stakeholders.

Based on the findings, marketing – recommendations are proposed that includes segmentation of target audiences, identification of unique selling propositions, development of communication channels, and implementation and evaluation of the marketing plan. It incorporates the use of digital marketing tools, such as search engine optimization and social media marketing, to increase HEIs's visibility and brand awareness.

The final recommendations of the study suggest implementing certain marketing suggestions to ensure the successful execution of the marketing plan. These suggestions include the creation of a specialized marketing team, providing training to both staff and faculty members, and regularly monitoring and evaluating the efficacy of the marketing efforts. By implementing these marketing suggestions, HEIs can achieve its enrollment and revenue targets while also improving its image as a premier educational institution in Pakistan.

1 Introduction ——— The country's social and economic progress depends greatly on education. Without education, the nation will unavoidably fall behind in the battle for growth. The nation cannot achieve its goal of progress and wealth without strengthening institutional foundations and human resource development (Ivy 2004). The development of higher education in Pakistan has been greatly influenced by various historical, social, and political factors (Isani 2005).

Marketing is a social and managerial process that involves identifying, anticipating, and satisfying customer needs and wants through the creation, promotion, and distribution of products and services. Marketing is also seen as a means of creating value for customers and building strong relationships with them (Wright 1999).

Education is currently one of the items that may be purchased, sold, and traded like other commodities, and this is widely acknowledged on a global scale. It is becoming a more common item on the market every day, and some state-funded universities spend a significant portion of their budgets on marketing and student recruitment rather than on academics. Education is also advertised, sold, and bought (Al-Fattal 2010). Asserts that in recent years, marketing has become increasingly crucial to achieving organizational efficiency. This shows that marketing plays a significant part in the educational setting, even though some people may have dismissed it. As a result, it's necessary to educate and broaden stakeholders' perspectives rather than avoiding or ignoring those (Abbas 2019). The intangible nature of educational services, the importance of reputation and word-of-mouth marketing, the diverse needs and preferences of students, and the ethical considerations make educational marketing different from other types of marketing (Rizvi 2010).

The art of creating demand and the process of pursuing both current and potential clients are both components of marketing. It has become commonplace for businesses to seek out competitive advantages. Every industry is subject to competition; the educational services sector is not an exception (Abbas 2022). Educational institutions must compete fiercely to survive in the market.

Around the world, there have been significant changes in higher education's prestige, governance, administration, and policy in recent decades. Most nations have rising competitiveness in higher education. These modifications affect how higher education institutions function in the present and are thought to be the main causes behind the marketization of higher education (Maringe 2006).

Large numbers of government and private players are present in the educational sector, particularly in the professional management institutions. Competition among them, population research, and government initiatives have made the marketing notion more prevalent in this industry than it was in earlier times. In order to remain in business, a higher education institution, like any other business organization must please its customers.

According to (Brown 1996), most of the students usually rely on the information that has been provided to them in the form of marketing to make decision on where to get admission. Due to these kind of studies there has been a huge focus that marketing should be done for higher education institutions which can positively influence young people's decision making and primarily draw students to certain institutions. The only method for the general public to learn more about the institutions or departments within and how they have been doing over the past few years is through marketing.

1.1 Research gap

In Pakistan, there is a research gap in higher educational institutions related to several factors, including (Junejo 2018):

Lack of funding: The majority of universities in Pakistan receive inadequate funding for research, which limits their ability to invest in the latest technologies and equipment.

Limited resources: Many universities in Pakistan are facing a shortage of skilled research personnel, including faculty members and support staff. This shortage is a hindrance to the development of research activities in these institutions.

Insufficient infrastructure: The lack of proper infrastructure, including libraries, laboratories, and computer facilities, is another major barrier to research in higher educational institutions in Pakistan.

Lack of collaboration: Collaboration between universities, government institutions, and industry is limited, which restricts the opportunities for researchers to engage in interdisciplinary research.

Cultural attitudes: The lack of a research culture and the lack of appreciation for research outputs in Pakistan are also significant gaps that need to be addressed.

Overall, the research gap in higher educational institutions in Pakistan is a complex issue that requires a multi-pronged approach, including investment in research infrastructure, development of research culture, and greater collaboration between institutions.

1.2 Problem statement

Higher education institutions are facing a number of challenges in the current market, including declining enrollment rates, increased competition, and a changing landscape of student needs and expectations. With a shift towards online and distance learning, higher education institutions are struggling to keep up with the demands of a rapidly changing marketplace. They are also facing intense pressure to provide a high-quality, accessible education while keeping costs low and staying financially sustainable. According to Shah (2019), there is a need for policy reforms to improve the quality and relevance of education in Pakistan, with a focus on science education. Despite these challenges, higher education institutions must still find ways to effectively market themselves in order to attract new students and build their reputation. They must effectively communicate their unique value proposition and differentiate themselves from the competition. However, many higher education institutions are struggling to develop effective marketing strategies that reach the right target audiences, effectively communicate their value proposition, and generate positive results.

This is a complex and challenging problem that requires a multi-faceted solution that considers the needs of both students and institutions. Effective marketing strategies must be developed that address the changing landscape of higher education, and reach the right target audiences with the right message at the right time., the question „What are the secrets to educational marketing?" needs to be studied. In this Study, we are going to derive a marketing plan for HEIs based on the research and findings.

1.3 Goal of the study

To overview the Impact of various marketing strategies on the higher education institution by further analyzing the effectiveness of these marketing efforts and identifying areas for improvement.

1.4 Objectives of the study

• To overview existing marketing campaign of HEIs.
• To Review existing literature on marketing strategies.
• To suggest effective marketing recommendations for HEIs.
• To understand the needs and preferences of students and their families in terms of education.
• To identify the factors that influence student enrolment decisions, such as cost, location, program offerings, and reputation.
• To evaluate the effectiveness of current marketing and advertising strategies and make recommendations for improvements.

2 Literature review

2.1 Brand management

Building a solid brand image has always been crucial to the management of products and brands. The more brands are built, the higher the potential for both short-term and long-term income generating (Abbas 2014). Brand management is extremely important in higher education marketing. The higher education industry is highly competitive and the reputation of a university or college can greatly impact enrollment and fundraising efforts. A strong, consistent brand helps establish the institution's unique identity, differentiates it from competitors, and reinforces the institution's mission, values, and goals.

Brand management also plays a crucial role in attracting and retaining students, faculty, staff, and donors. A strong brand creates a sense of pride and loyalty, and can help build a strong community of supporters who are more likely to spread the word about the institution.

In today's digital age, where information is easily accessible and comparisons are readily made, it is more important than ever for higher education institutions to have a well-managed brand. Effective brand management helps institutions establish and maintain a positive reputation, and ensures that the institution is consistently represented in a way that supports its goals and objectives (Abbas 2014).

2.2 Brand awareness

Building a solid brand image has always been crucial to the management of products and brands. The more brands are built, the higher the potential for both short-term and long-term income generating. Being aware of a brand or remembering it when a product is purchased again is the essence of brand recognition (Abbas 2014). Brand awareness is crucial for higher education marketing because it can greatly impact the success of a marketing campaign. It determines the level of recognition and familiarity of the institution's brand among its target audience.

2.3 Brand loyalty

Brand loyalty in higher education refers to the attachment and commitment of students, alumni, and other stakeholders to a specific university or college. Several research papers have explored this concept, and findings show that brand loyalty in higher education can be influenced by various factors such as:

Perceived quality of education: Higher education institutions with a reputation for delivering high-quality education are more likely to foster brand loyalty among their students and alumni.
Student satisfaction: Students who are satisfied with their educational experience are more likely to develop brand loyalty to their university.
Alumni engagement: Universities that engage their alumni and make them feel valued can increase their brand loyalty.
Social media presence: An active and engaging social media presence can help higher education institutions build a strong brand and foster brand loyalty.
Strong relationships with professors: Students who have strong relationships with their professors are more likely to develop brand loyalty to their university.
Location: Higher education institutions located in desirable areas may foster brand loyalty by providing students with access to cultural and recreational opportunities.

These are some of the key factors that can influence brand loyalty in higher education, and more research is needed to fully understand this concept and its impact on universities and colleges.

Marketing has become increasingly important in higher education institutions, particularly in Pakistan where competition among universities is growing. A literature review of studies on the importance of marketing in higher education institutions in Pakistan reveals the following key findings:

Brand awareness and reputation: Marketing efforts help higher education institutions to build and maintain a positive image, enhance brand awareness, and promote the reputation of the institution, which leads to increased enrollment.
Student recruitment and retention: Marketing strategies help universities to attract and retain students by highlighting the unique aspects of the institution and promoting the benefits of enrolling.
Competitive advantage: By effectively promoting their offerings, higher education institutions can differentiate themselves from competitors and gain a competitive advantage in attracting students, faculty, and funding.
Revenue generation: Marketing efforts help universities to increase revenue by promoting their programs and services, securing partnerships and sponsorships, and attracting donors.
Stakeholder engagement: Marketing enables higher education institutions to engage with

stakeholders, including students, alumni, faculty, employers, and the wider community, and build relationships that support the institution's mission and goals.

In conclusion, marketing plays a crucial role in higher education institutions in Pakistan by helping to build brand awareness, increase student enrollment, and generate revenue. Effective marketing strategies can also help institutions to differentiate themselves from competitors and engage with key stakeholders.

McCarthy (1975) distinguished between macro and micro levels of marketing; this study defines marketing at the micro level because it is focused on the operations of particular firms. According to McCarthy (1975), this definition is as follows:

In order to please customers and achieve a company's goals, marketing was the practice of business activities that directed the flow of goods and services from producers to consumers or users.

From his description, it appears that he places a lot of emphasis on the marketing mix, which includes product, price, place, and promotion, as well as a target market. These two ideas work together to create a marketing plan.

Additionally, Kotler (1991) describes marketing as a social and management process through which people and groups meet their needs and desires by producing, providing, and exchanging goods of value with other people.

The definition of marketing provided by Kotler, a co-author of the book Principles of Marketing, is similar to that given above. Due to the fact that they identify requirements, wants, exchange, people as consumers and providers, and customer pleasure as a goal, the fundamental phrases used to define marketing are the same.

McInnes (1964) for example, said that „marketing was any action which actualized the prospective market link between the producers and users of economic commodities and services“ as one of its definitions. The task of marketing thus begins with the identification of market potential.

2.4 Higher education marketing in Pakistan

Higher education is crucial for the development and progress of any country, including Pakistan. The significance of higher educational institutional marketing strategies in Pakistan lies in the following points (Pakistan – Country Commercial Guide, n.d.):

Attracting students: Marketing strategies help higher educational institutions in attracting potential students by highlighting their unique selling points and the benefits of studying at their institutions.

Competition: With the increasing number of higher education institutions in Pakistan, competition among them has become intense. Marketing strategies help institutions stand out and differentiate themselves from the others.

Building reputation: Marketing strategies help higher educational institutions build a positive image and reputation, which is crucial for attracting more students and gaining recognition in the education sector.

Increasing enrollment: Effective marketing strategies can help increase enrollment by making the institutions more visible and appealing to potential students.

Generating revenue: Higher educational institutions in Pakistan are facing financial constraints, and marketing strategies can help them generate more revenue by attracting more students and increasing enrollment.

2.5 7Ps of higher education marketing mix

The primary factors that universities and colleges utilize to attract and retain students are referred to as the 7Ps of higher education mix. These factors include the product, the pricing, the location, the advertising, the people, the process, and the physical evidence. From academic offerings to the campus atmosphere, each of these components plays an important part in molding the entire student experience. Universities and colleges have placed an increasing focus on the 7Ps in recent years in order to differentiate themselves from rivals and suit the changing demands and preferences of students. Numerous studies have been conducted to investigate the significance of each of these components in higher education marketing, such as the influence of branding, tuition pricing tactics, location, social media, faculty quality, administrative efficiency, and campus facilities. It is important to emphasize the complicated interplay between the 7Ps and the necessity for universities and colleges to carefully analyze and balance each factor in their marketing efforts.

The 7 P's of higher education marketing are:

Product: The program offerings, facilities, and resources available at the institution.

Price: The cost of tuition and other fees associated with attending the institution.

Place: The physical location of the institution and the accessibility of its facilities.

Promotion: The methods used to communicate the institution's value proposition to potential students and other stakeholders.

People: The faculty, staff, and students who make up the institution and its community.

Process: The systems and processes in place to support student engagement and success.

Physical evidence: The tangible components of the institution, such as its buildings, technology, and other resources.

What programs and services higher education institutions will provide to its students, alumni, and supporters is the most fundamental choice they must make. The identity, status, and client reactions of an institution are all influenced by its service product strategy (Collins 2010). The product or service being advertised, including its attributes, standards, advantages, and scope. It contains the degrees granted and their curricula, paper exemptions, brand name and history of the degrees, placement facility, lateral entry, and grading (Collis 2010).

Price is a component of the marketing mix and should be taken into account while developing the institution's strategy. The relevance of pricing in selecting institutions should be considered by decision-makers when determining price. Cosser and Du Toit (2002) state that cost of production, competitor prices, identification of pricing factors that are relevant to pricing decisions, and selection of a pricing strategy that will draw in a sufficient number of students are all important considerations when choosing a higher education institution. It covers the structure of the term and entrance costs, fee reductions and exemptions, college affiliation fees, test fees, etc. (Ahmed 2017).

The delivery system of a higher education institution is split into three components by Kotler (1995). The first factor is the institution's location, which includes its accessibility, ambiance, and facilities; the second is the scheduling of service delivery that will appeal to students; and the third is the mode of delivery, which includes the technology and instructional methods to be applied in the delivery of the service. Institutions should also pay attention to the physical infrastructure, such as the level of design, signage, and usability and aesthetics of the service areas. Visitors, students, and staff are given a message about the institutions via the physical structures and surroundings.

Promotion includes media propagation (advertising, promoting the school/college or institution's publicity through newspapers, radio, television, internet, websites, e-mails, brochures, hoardings, and word-of-mouth publicity) and market communication, which is accomplished through personal selling, advertising, direct marketing, job fairs, public relations, sales promotion, and sponsorship. There has been various researches that say that if someone has a positive experience about a service then it is most likely that they will spread it through word of mouth.

In return, there is an effect on the bottom line.
In higher education, the people component of the marketing mix includes not just academics and students, but also non-teaching personnel. Universities must carefully plan and implement the right quantity of teaching and non-teaching employees, taking into account qualifications, recruiting and selection methods, training, and compensation. It is also critical to undertake research on students' and professors' needs and preferences, educate students on their duties and responsibilities, and express cultural values. Furthermore, the number of students, their histories, interests, and aptitude for their selected courses must be taken into account.
The „process“ component of the higher education marketing mix includes both the type of service given, whether standardized or customized, and the number of stages involved in the service process, which can range from basic to complicate. Other characteristics include instructional approaches, learning opportunities, practice sessions, assessment systems, and the amount of participation in service delivery by students, professors, and non-teaching personnel. The process element essentially refers to the operational system utilized to handle marketing inside the organization. Additionally, the accessibility of the service, such as faculty, office, classroom, and study materials, as well as connection with multiple service organizations, such as admission, assessment, hostel wardens, and student welfare, are components that accompany the fundamental service providing.
This Physical Infrastructure includes the architecture, aesthetics, functionality, and environment of the classrooms and buildings, lab equipment, library resources, student and faculty dress codes, college magazines, university annual reports, staff visiting cards etc. (Chawla 2013).
• How marketing has benefitted various HEIs' across the globe
• The need to market educational institutions
• Most beneficial tools
• Brand Loyalty of HEIs'
• Emotional connections in higher education marketing
Many Universities in the world have increased the total invest they spend on their marketing campaigns to increase their scope in the competitive market (Durkin 2011).

2.6 Marketing in private universities
Marketing in private universities in Pakistan focuses on promoting the institution and its programs to potential students, their families, and the general public. This may involve creating and distributing materials such as brochures, posters, and videos, as well as using digital marketing channels such as websites, social media, and email. The goals of marketing in private universities in Pakistan are to increase enrollment, improve brand recognition and reputation, and build relationships with the community. The above discussion leads to the development of following framework visible as Figure 1.

Figure 1: Conceptual framework
Source: Authors

The Conceptual Framework tells us that how Brand Awareness eventually leads to Brand Loyalty towards the organization. Building brand loyalty is crucial for the success of a company in the modern marketing environment (Latif 2014). The relationship between brand awareness and brand loyalty can be represented as follows:

1. Awareness: The first step in the process is brand awareness. This refers to the recognition of a brand and its associated attributes, values, and benefits. Brand awareness is created through marketing campaigns, advertising, and customer engagement.
2. Perceptions: After gaining awareness, customers form perceptions about the brand. These perceptions are influenced by previous experiences, customer feedback, and other forms of communication.
3. Attitudes: Based on their perceptions, customers develop attitudes toward the brand. Attitudes are made up of their beliefs, feelings, and evaluations of the brand.
4. Intentions: As customers form positive attitudes toward the brand, they are more likely to develop intentions to purchase the brand. These intentions are influenced by the level of trust and confidence they have in the brand.
5. Loyalty: Finally, brand loyalty is formed when customers repeatedly purchase the brand and have a strong emotional connection to it. Brand loyalty is influenced by the quality of the product or service, customer satisfaction, and the overall customer experience.

2.7 AIDA model

Figure 2: AIDA Model (Lewis 1900)
Source: Barry (1990)

The demand for higher education has been on the rise in recent years, and students are looking for institutions that offer a personalized and engaging learning experience. Higher educational institutions can stand out from their competition by implementing the AIDA model. This model stands for Attention, Interest, Desire, and Action and is commonly used in marketing and advertising to guide customers through the purchasing journey. By using the AIDA model, higher educational institutions can create a clear and effective communication strategy that will attract and engage prospective students. According to Hanlon (2022), the model can help institutions communicate their unique value proposition, create interest and desire among potential students, and ultimately drive them to take action and enroll in the institution. Here are the steps of the AIDA model that HEIs can follow (Kiniulis 2021):

Attention: Get the attention of potential students by using creative and attention-grabbing marketing strategies such as:
• Social media advertising
• Video content
• Targeted email campaigns/SMS Marketing
Interest: Highlighting the unique features and benefits, such as:
• Faculty
• Curriculum
• Student Services

• Infrastructure
• Sports
• International Collaborations and Linkages

Desire: Emphasizing the potential outcomes of enrolling in the institution, such as:
• Potential for career advancement
• Personal growth
• A higher standard of living

Action: Encourage potential students to take action by providing clear and easy-to-follow enrollment steps, as well as personalized guidance and support throughout the process. In conclusion, higher education institutions/universities can implement the AIDA model in their marketing and communication strategies which can differentiate themselves from their competition, attract and engage prospective students, and ultimately drive enrollment.

3 Methodology of the study

3.1 Methodology

The research is descriptive in nature, and data is gathered using a survey. Some of Pakistan's private universities, in particular the students at higher education institutions/universities, served as the study's population. By utilizing a convenience sampling approach, at least 5 private institutions in Pakistan are used as a sample, and the collection target was at least 130 samples. A questionnaire was be created for students at private colleges to gather data for the study. The information was gathered from university students via a questionnaire. The survey was carried out in-person and online.
• Primary data collection includes convenience sampling; questionnaire from university students and interviews from experts in the field.
• Secondary data collection includes websites, published articles and journey.

3.1.1 Expert interviews

During the study, four experts were interviewed to gain insights on marketing higher education institutions in Pakistan. One of the experts interviewed was Mr. Ijaz Ahmed, who is the Head of the School of Business. The other three were Dr. Ali Abbas, Dr. Usman Sattar and Mr. Azeem Amin from Beaconhouse National University. All three of the interviewees have a strong background in formulating marketing strategies for organizations and specialize in teaching marketing. As such, their insights and perspectives were valuable in informing the study's recommendations on how higher education institutions should be marketed in Pakistan. Their expertise in the field of marketing and higher education institutions lends credibility to the study's findings and recommendations. The interviews were conducted prior to formulating the recommendations so that the experts' perspectives could be incorporated into the study. The experts were asked for their opinions on whether higher education institutions should be marketed in Pakistan and how they should be marketed.
The experts generally agreed that it is crucial for HEIs to be marketed in Pakistan. They suggested that universities should not rely on conventional and extensive marketing methods like most universities in Pakistan. Instead, they recommended that universities should focus on providing high-quality education and services while implementing effective marketing strategies to establish a strong brand image. Marketing can help institutions to attract students, it must be balanced with a focus on educational quality and student outcomes (Gibbs 2002). By following this approach, the experts believed that HEIs could successfully promote themselves and attract more students in Pakistan.
The experts believe that both the quality of education and effective marketing are crucial for creating brand awareness, building loyalty, and increasing enrollments in higher education institutions. According to Kucerova, educational institutions frequently utilize marketing methods to recruit students while failing to effectively prepare them for the academic challenges and expectations of tertiary education. The difference between students' expectations and the reality of university life causes feelings of disappointment and frustration, which might lead to a greater dropout rate (Kučerová 2020).
Marketing HEIs is deemed essential, and recent efforts have shifted towards social media platforms such as Instagram and Facebook, with plans to expand to other digital marketing channels like YouTube and LinkedIn. The most effective marketing medium is social media, and universities are advised to avoid traditional marketing methods like billboards and TV commercials. They were of the opinion that strategies for marketing should be reviewed and updated at least once a year to ensure their effectiveness.

3.1.1 Questionnaire

• The majority of Questionnaire items were adopted from from Aaker (1997), Parasureman (2010) and Survey of customer service quality (The customer service quality survey 2018).
• There are a total of 3 Sections on the basis of which respondents were assessed. The sections were brand loyalty, brand awareness and their marketing preferences.
• It contains a total of 28 questions among which ten of them are Likert scale questions, ten rating scales (least likely – most likely, worse than expected – better than expected, favorably – unfavorably), five open ended and three multiple choice questions.

4 Findings and analysis

A total of 132 responses were recorded for the formulation of the recommendations.

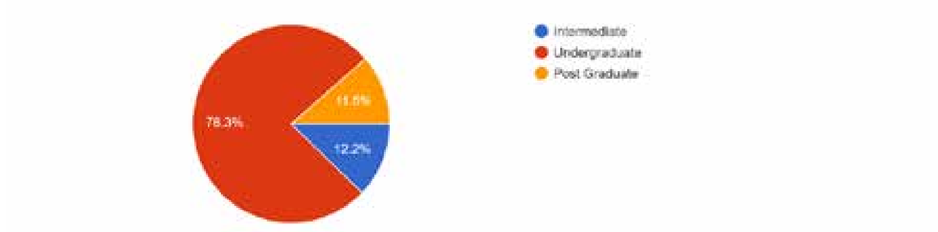

Figure 3: Education profiling
Source: Authors

131 people responded to the question related to their qualification. 76.3% sample was collected from undergraduate students, 12.2% were from intermediate and the rest 11.5% samples were from post graduate students.

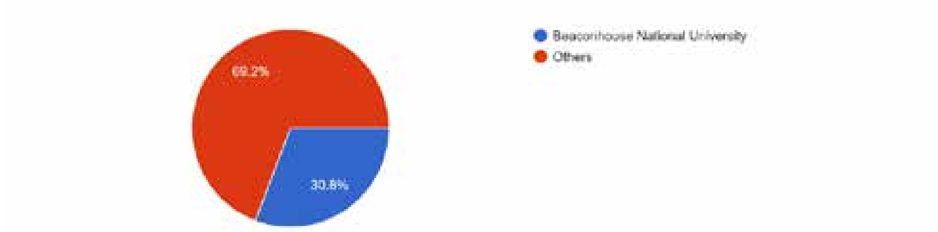

Figure 4: Institute profiling
Source: Authors

In response to this question, we got to know that 30.8% of the responses came from within higher education institutions/universities whereas 69.2% responses were from other institutes.

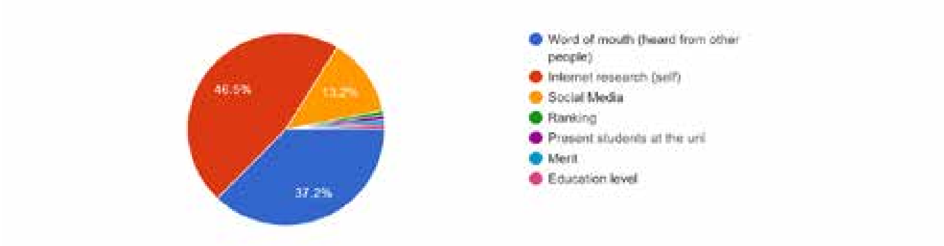

Figure 5: Most important medium
Source: Authors

The most important medium according to students was internet research by 46.5% which helped them determining the choice for their higher education institute. Followed by, 37.2% word of mouth and 13.2% social media.

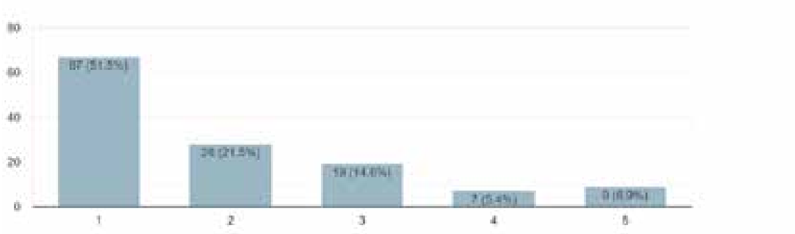

Figure 6: Impact of TikTok
Source: Authors

51.5% of the respondents think that it is „least likely" for them to be influenced if they saw the ad of a particular university on TikTok. Whereas, only 6.9% of respondents believe that it is „highly likely" that it influences their decisions.

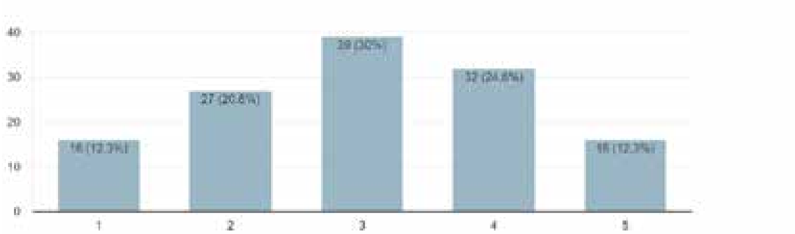

Figure 7: Impact of Instagram
Source: Authors

12.3% of those surveyed said that they would be „least likely" to be persuaded if they saw an advertisement for a certain university on Instagram. Only 12.3% of the respondents, however, thought it was „highly likely" to affect their choices.

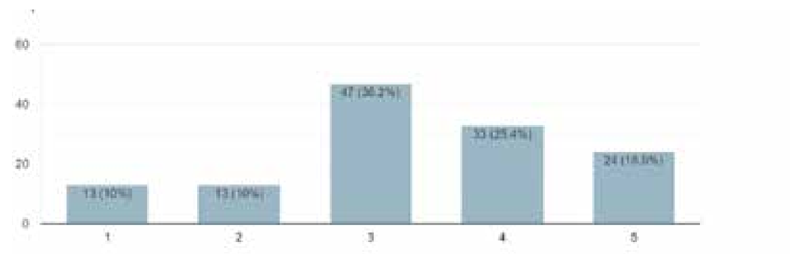

Figure 8: Impact of Google Ads
Source: Authors

10% of respondents indicated that they would be „least likely" to change their minds if they saw Google Ads on other websites for a certain university. However, just 18.5% of the respondents said it was „highly likely" to influence their decisions.

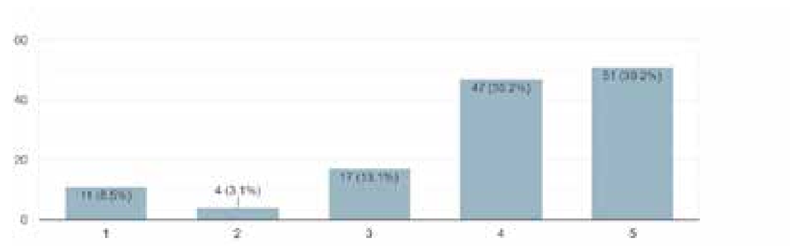

Figure 9: Perception of HEIs
Source: Authors

Most of the people think of „better social environment" when it comes to higher education institutions/universities by 42.5%. 18.9% the respondents think that it is a „spacious campus" while 15.7% think that HEIs offers a „greater variety of degree programs".

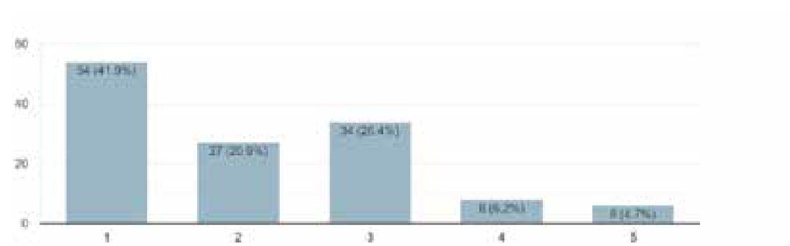

Figure 10: Preference for University Radio Channel
Source: Authors

According to the study, 41.9% of respondents said they would be „least likely“ to tune in to a university's radio station. 4.7% of respondents said that they would be „highly likely“ interested in listening to it.

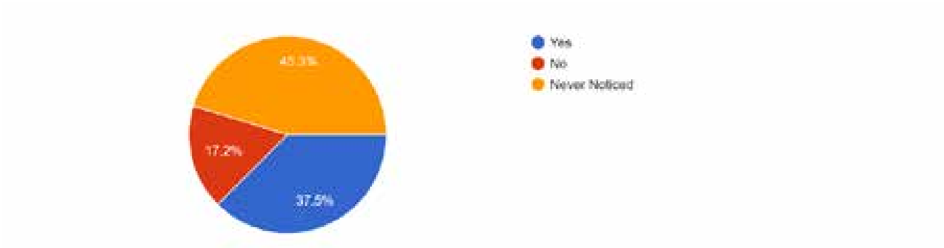

Figure 11: Preference for billboards
Source: Authors

When it comes to billboards, 45.3% students „never noticed“ them and had no impact on them in deciding a university. 37.5% say that do notice and have an impact on their decisions. Whereas, 17.2% students do not believe that billboards have any impact while they are choosing universities.

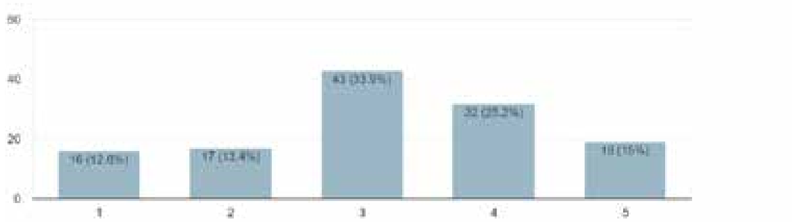

Figure 12: Impact of quality of facilities
Source: Authors

12.6% of participants in the poll indicated that the quality of physical facilities is „least likely“ to bother them but 33.9% think that it is „moderately likely” that quality of physical facilities is a plus.

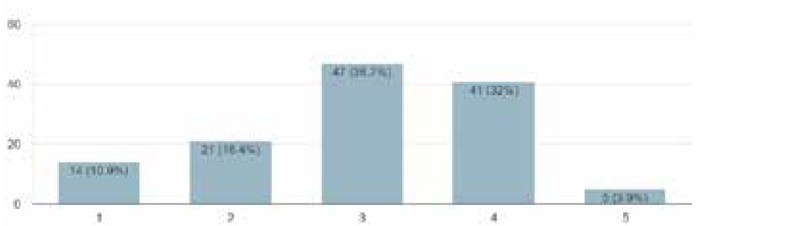

Figure 13: Employee – student understanding
Source: Authors

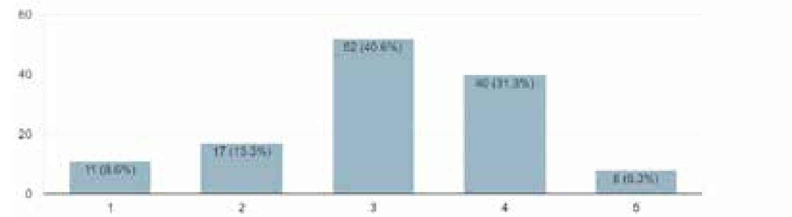

Figure 14: Motivation from faculty
Source: Authors

According to the survey, although 40.6% of respondents said they thought it was „moderately likely“ that staff would be able to identify with their unique requirements, 8.6% of respondents felt it was „least likely“ to have an impact on them.

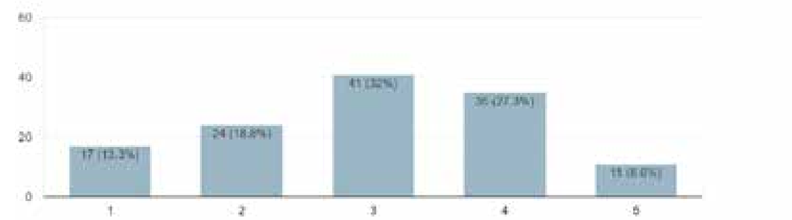

Figure 15: Promised provision of services
Source: Authors

The poll found that although 32% of participants said it was „moderately likely“ that promised services are provided have an impact on them while 8.6% of participants believe it was „least likely“ to have an effect on them.

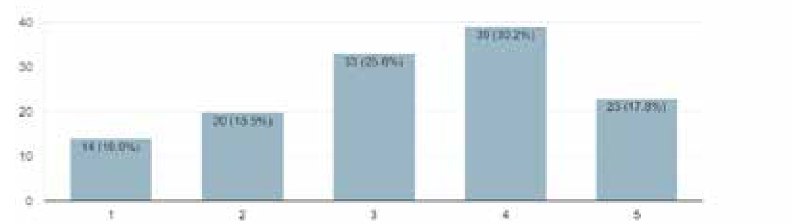

Figure 16: Impact of appearance of material
Source: Authors

According to the response, 10.9% of respondents believed it was „least likely“ for the appearance of material like prospectus, pamphlets and statements etc. to have an influence on them, despite 30.2% of respondents saying they thought it was „moderately likely“ to effect their decision.

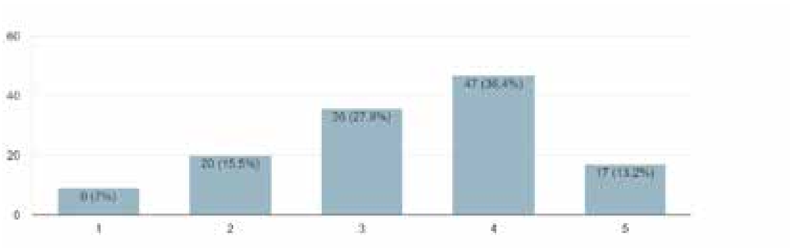

Figure 17: Impact of infrastructural arrangement
Source: Authors

36.4% of respondents thought it was „moderately likely“ that the quality of infrastructural arrangement/ equipment is a key factor in determining universities while 7% of respondents said it was „least likely“ to have an impact on them.

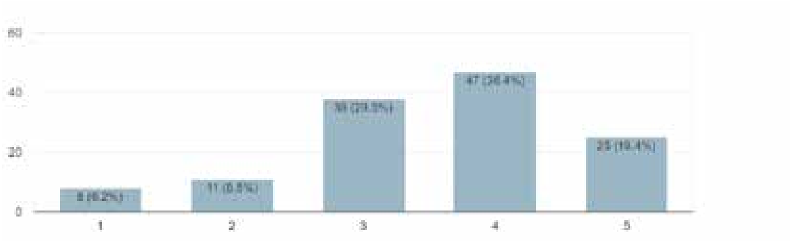

Figure 18: Skillset of employees
Source: Authors

The skill set of employees, according to 36.4% of respondents, is „moderately likely“ to be a significant influence in choosing institutions, while just 6.2% of respondents indicated it is „least likely“ to have an effect on them.

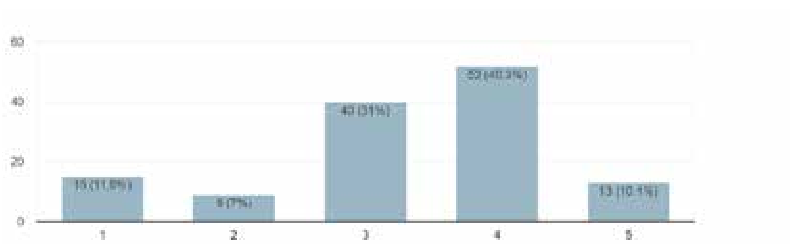

Figure 19: Service Satisfaction
Source: Authors

Most of the respondents are satisfied with the quality of services that they are being offered in various university mentioned in the sample with 40.3% of ratio.

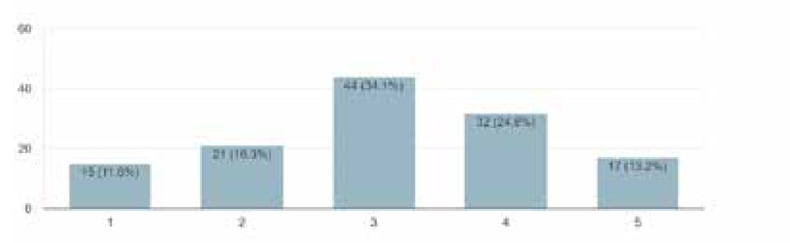

Figure 20: Institutional Loyalty
Source: Authors

Majority of the students are positive about their experiences with 34.1% while 11.6% think that they would not patronize their institute in the future.

Figure 21: Top choice of university
Source: Authors

According to 127 responses to this question, 63.8% of students have chosen LUMS as a top choice when they think of getting into a degree program. Contrary to that, 7.9% responses chose BNU while 6.3% desired UMT as their top choice.

5 Marketing suggestions for HEIs

5.1 Internal marketing strategies

Employee engagement programmes are critical to keeping staff engaged and dedicated. This may be accomplished through a variety of programmes, including team-building exercises, training and development workshops, and recognition programmes (Arif Vaseer 2016). Along with that, effective communication is critical in every organization. Institutions must maintain an open and transparent communication channel with their staff to ensure that everyone is up to date on the most recent developments and plans.

Inter-departmental collaboration should be conducted which aids in the development of better links between departments. This leads to improved teamwork and a more efficient workplace.

A career development cell be established which assists employees in planning their career routes and encourages them to thrive within the organization. This results in increased work satisfaction and fewer staff turnover.

Employee retention is critical for organizations to retain top personnel. So such programmes must be introduced and they may be accomplished through a variety of programmes, including health and wellness benefits, flexible work schedules, and bonuses.

Moreover, Alumni reunions are a great method to reconnect with past students while also highlighting the institution's accomplishments. This also gives a chance to get input from alumni and make necessary improvements to the school.

A wall of fame is a great display of the accomplishments of present and previous students. This instills pride and drive in kids, encouraging them to strive harder to attain their goals.
Parking infrastructure should be improved to ensure that it is safe, secure, and convenient for everyone and adequate parking be provided as it improves the first ever impression that students and parents have on the institution. This guarantees that students and personnel have easy access to the institution. The class infrastructure should be updated to make it more professional and appealing to potential students. This generates favorable word-of-mouth and draws in new pupils. Most importantly, Degree presentations are a great opportunity to promote student work and attract new students. This gives pupils the opportunity to demonstrate their work and get recognition.
Universities can better market their programs to postgraduates by understanding their decision-making process and tailoring their marketing strategies accordingly (Hesketh 1999).

5.2 External marketing strategies

Social events and activities are a fantastic method to interact with the local community and attract prospective students.
A newsletter should be included: A newsletter allows the organization to highlight its accomplishments while also informing stakeholders about the most recent developments and goals.
Website optimization: The institution's website should be optimized to give potential students with relevant and up-to-date information. This contains details about classes, teachers, and campus life.
Discounts for siblings should be included: Discounts for siblings are a great method to recruit and keep students from the same household. This gives families an incentive to pick the institution for their children.
First and foremost, it is critical to improve the quality of the café and food options. To compete with other institutions that have worldwide franchises such as Starbucks and Gloria Jeans, the university must provide high-quality food and drink alternatives. Second, obtaining international accreditation is critical to the institution's legitimacy and recruiting potential students from all over the world. Third, making a LinkedIn page is critical to establishing the institution as a credible organization and fostering a professional network. Fourth, placing billboards around the ring road and near the institution's site will boost visibility and attract prospective students. Fifth, boosting CSR activities might help to dispel the view that the institution is solely known for social events and show its dedication to social responsibility. Sixth, adding campus walks can provide prospective students a complete picture of the college and its services.
Other methods for attracting potential students may include:
Digital marketing: To reach a larger audience and develop brand recognition, the institution should use digital channels such as social media, email marketing, and its website. To be effective, this method necessitates a money investment as well as a time commitment.
Create interesting and educational material like as blog articles, e-books, and webinars to attract and engage prospective students. To generate appealing content, this strategy necessitates personal and time involvement.
Marketing using influencers: Collaboration with significant members of the education business, such as alumni and faculty members, can assist attract prospective students. This method necessitates a monetary commitment in influencer fees.
Organizing activities like as campus tours and open houses can provide potential students with personal knowledge of the school and its services. This strategy necessitates a financial investment as well as a time commitment to develop and execute.
Encourage existing students, alumni, and other stakeholders to suggest friends and family members to the school in order to enhance enrolment. Personal involvement in developing connections with stakeholders is required for this method.
Campus visits: Personalized campus tours for potential students, including discussions with teachers, current students, and staff, can highlight the institution's dedication to offering a high-quality education. This strategy necessitates time commitment to prepare and implement.
Student testimonies: Gathering and displaying testimonials from current students can emphasize their experiences as well as the advantages of attending the school.
Public relations: Using conventional and new media means to position the institution positively and reach a larger audience can help to improve the organization's reputation. This method necessitates a financial commitment in public relations initiatives.
Search engine optimization (SEO): By optimizing the school's website to rank higher in search engines, potential students may locate the institution more easily. This strategy necessitates a financial commitment in SEO operations.
Digital advertising: Reaching out to potential students and increasing brand recognition through targeted digital ads on platforms such as Google and Facebook can help attract new students. This method necessitates a monetary commitment in advertising.
Executing these external market methods can improve the institution's exposure, reputation, and attractiveness to prospective students. While some of these strategies need a financial investment, others necessitate a personal and time commitment to be carried out successfully. By combining these techniques, the school may expand enrolment while remaining competitive in the higher education market.

6 Conclusion

In conclusion, effective marketing practices are critical for the success of Pakistan's higher education institutions. This research has highlighted a variety of internal and external marketing methods that may be used to boost these institutions' reputation, competitiveness, and growth.
Employee engagement programs, internal communications, and alumni reunions are examples of internal marketing tactics that may assist develop a strong organizational culture, raise employee happiness, and improve retention rates. CRM is a strategic approach to marketing that focuses on building and maintaining strong relationships with customers to improve organizational performance (Mukherjee 2007). Other tactics, like as investing in parking and classroom facilities, as well as adding degree shows, can improve the whole student experience and produce favorable word of mouth.
External marketing strategies such as creating valuable content, utilizing digital marketing channels, partnering with influencers and organizing events can help reach a wider audience, build brand awareness, and attract and engage prospective students. It is important to improve service quality, optimize the website, and utilize traditional and new media outlets to reach a wider audience and position the institution in a positive light.
In summary, higher education institutions in Pakistan must adopt a comprehensive and integrated approach to marketing that includes both internal and external strategies. By doing so, these institutions can strengthen their reputation, competitiveness and growth, and attract and retain students in an increasingly competitive market. However, the limitations of the study are as follows:
• Limited sample size: The research may have only evaluated a limited number of universities or institutions, which may not be reflective of Pakistan's entire higher education environment.
• Self-report bias: The study may have relied on data from universities that were self-reported, which may not truly reflect the success of their marketing initiatives.
• Lack of longitudinal Data: The study may have only examined marketing initiatives over a short period of time, rather than analyzing their influence over a longer length of time.
• Cultural differences: Marketing methods that work in other nations or regions may not work in Pakistan owing to cultural variations, which may restrict the findings' generalizability.
• External considerations: The study may have overlooked external elements that influence the effectiveness of higher education marketing in Pakistan, such as economic situations, political instability, or changes in government policy.

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Kľúčové slová / *Key Words* ——— higher education institutions, brand awareness, brand loyalty, marketing strategy, Pakistani universities, branding
vysokoškolské inštitúcie, povedomie o značke, vernosť značke, marketingová stratégia, pakistanské univerzity, budovanie značky

JEL klasifikácia / *JEL Classification* ——— I23, M31

Résumé ——— **Uplatňovanie marketingových princípov na vysokoškolských inštitúciách: Pohľad na pakistanské univerzity**
Táto štúdia sa zameriava na uplatňovanie marketingových princípov pre inštitúcie vyššieho vzdelávania na pakistanských univerzitách. Štúdia sa začína prehľadom súčasných marketingových postupov v sektore vysokoškolského vzdelávania a analyzuje výzvy, ktorým vysokoškolské inštitúcie čelia pri získavaní a udržiavaní študentov. Metodika výskumu zahŕňa kombináciu kvalitatívnych a kvantitatívnych techník zberu údajov, ako sú prieskumy a rozhovory so zainteresovanými stranami.
Na základe zistení sa navrhujú marketingové odporúčania, ktoré zahŕňajú segmentáciu cieľových skupín, identifikáciu jedinečných predajných ponúk, rozvoj komunikačných kanálov a implementáciu a hodnotenie marketingového plánu. Zahrnuté je aj využívanie nástrojov digitálneho marketingu, ako je optimalizácia pre vyhľadávače a marketing na sociálnych sieťach s cieľom zvýšiť viditeľnosť a povedomie o značke vysokej školy.
V záverečných odporúčaniach štúdie sa navrhuje implementácia vybraných marketingových návrhov na zabezpečenie úspešnej realizácie marketingového plánu. Tieto návrhy zahŕňajú vytvorenie špecializovaného marketingového tímu, zabezpečenie školení pre zamestnancov aj zamestnancov fakulty a pravidelné monitorovanie a vyhodnocovanie účinnosti marketingového úsilia. Implementáciou týchto marketingových návrhov môže vysoká škola dosiahnuť svoje ciele v oblasti prijímania študentov a príjmov a zároveň zlepšiť svoj imidž ako poprednej vzdelávacej inštitúcie v Pakistane.

Kontakt na autorov / *Address* ——— Ayesha Zafar, School of Business, Beaconhouse National University Lahore, 78-C, Street 6, Chambeli Block, Bahria Town, 53720, Lahore, Pakistan, e-mail: s2020-077@bnu.edu.pk

Musa Mazhar, School of Business, Beaconhouse National University Lahore, House 253, P-Block, Johar Town, 54000, Lahore, Pakistan, e-mail: s2019-095@bnu.edu.pk

Yahya Sultan Ijaz, School of Business, Beaconhouse National University Lahore, House 667, Street 17, X Block, DHA Phase 3, 54000, Lahore, Pakistan, e-mail: s2019-121@bnu.edu.pk

Recenzované / *Reviewed* ——— 5. March 2023 / 21. March 2023

SCREENAGERS OR GENERATION ALPHA: HOW DO THE YOUNGEST CONSUMERS SHAPE THE FUTURE OF MARKETING?

In today's technology-driven world, it is becoming increasingly common to spend a large portion of time hooked up online for all of us. Social media has become an obsession and youngsters have been constantly swiping their screens.

The term „screenagers" typically refers to teenagers who were born in early 2000s, whereas the term „generation Alpha" refers to the youngest generation, born after 2010. Both are digital natives due to their widespread exposure to digital technology from early childhood. They are comfortable using electronic devices such as smartphones, computers, tablets, or game consoles in their daily lives. This generation is believed to be more diverse and socially aware than previous generations, with a greater awareness of issues such as climate change, inclusion, social justice, and equality.

On the one hand, the proliferation of screens has brought to our daily lives numerous benefits. For example, people can access a wealth of information and educational resources at their fingertips, which can help them learn and grow their individual competences in many ways. Additionally, social media platforms and other online communities allow people to connect with others regardless of physical location, share their interests and spark new opportunities for collaboration and growth of creative ideas.

However, there are a few general trends that need to be considered when thinking effective tools for marketing focused on screenagers. Screenagers seem to be savvy consumers who are used to being bombarded with advertising messages. Some of them have developed marketing blindness and have become immune to traditional advertising messages. They have learned a great deal of skepticism to marketing claims. Flashy commercials or celebrity endorsements may not be enough. Instead, screenagers may be more likely to rely on their own „research" and recommendations from peers.

Screenagers are heavily influenced by social media and other online communities. They often rely on these platforms to discover new products, share recommendations with friends, and engage with brands. Screenagers are believed to be a generation that values authenticity and transparency. Brands must be genuine, trustworthy and consistent in communicating and living to their (moral) values.

Take for instance the „You Love Me" campaign by Adidas, which was launched in 2021 and featured a short film and a series of social media ads that focused on self-love and empowerment. The campaign featured a diverse cast of young people who spoke about their experiences with self-love and acceptance, encouraging viewers to embrace their individuality and celebrate their unique qualities. The campaign also highlighted Adidas' commitment to sustainability, showcasing eco-friendly products, and initiatives. The campaign's message was designed for social media, with short and visually engaging videos that were easily shareable and required only short attention spans, so typical for many youngsters.

Besides the interest of screenagers in healthy lifestyle, they often tend to be fashion-minded and look for products and services, which make them look good in the online world. Makeup, skincare, hair and other care products are in demand, especially when combined with suffixes such as organic, plant-based, or sustainable. Screenagers consume a wide range of entertainment services available on platforms. They often stream content online rather than following traditional TV or purchasing physical media. Screenagers like to try new things – such as food and beverages with unusual flavors and ingredients.

Although screenagers (as any generation really) are a complex and diverse group with a variety of attitudes toward marketing, understanding their values, motivations, and preferences is a key to successful (marketing) communication. Screenagers skip providers without strong online footprint. Online shopping, home delivery, and cashless transactions are no more alternatives to traditional brick-and-mortar cash-based store experience.

Résumé ——— Screenagers či generace alfa: Jak nejmladší spotřebitelé přetváří budoucnost marketingu?

Pohled na spotřební chování zákazníků optikou jednotlivých generací je sice silně redukcionistický, segmentující zákaznickou bázi podle věku, ale zvláště pohled na nemladší generaci konzumentů na počátku jejich plnohodnotné spotřební dráhy, může poskytnout účelná vodítka k vytváření kampaní, které mohou být v budoucnu úspěšné. Screenagers nebo generace alfa jsou přikování ke svým obrazovkám a předpokládají silnou, kvalitní a hodnotově ukotvenou prezentaci firmy nebo značky v online prostředí. Spíše než celebrity marketing nebo funkčně-orientované reklamy reagují screenagers na doporučení svých vrstevníků, kteří nejsou masovými influencery, ale jemnými moderátory online diskuse nebo přiznanými, ale uvěřitelnými ambasadory produktů a značek.

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

DUTTON, EDWARD A WOODLEY OF MENIE, MICHAEL A., 2020. S ROZUMEM V KONCÍCH. (PROČ SE STÁVÁME MÉNĚ INTELIGENTNÍMI A CO TO ZNAMENÁ PRO BUDOUCNOST.)

ZVOLEN: SOL NOCTIS. 242 S. ISBN 978-80-973292-7-3.

Prvoplánovo ma zaujal najprv názov tejto knihy a potom i jej obsah a spracovanie. Názov je biblického pôvodu, je súčasťou Žalmov 107:27 „V závrati jak opilí se potáceli, s celou svou moudrostí byli v koncích." A v slovenskom preklade: „Knísali sa a tackali ako opití, boli v koncoch so všetkou svojou múdrosťou." Toto biblické motto vpísali doň na začiatku knihy jej dvaja autori, ktorí pri písaní knihy čerpali, okrem iného, z plodných diskusií s mnohými spolupracovníkmi a kolegami.

Je vhodné tu uviesť, kto sú jej anglickí autori. Prvý z autorov, Dutton, je spisovateľom a bádateľom na voľnej nohe, vyštudoval teológiu, má doktorát z religionistiky, bol hosťujúcim profesorom na niekoľkých európskych univerzitách, napísal viacero ďalších kníh z problematiky, ktorá ho zaujímala, vrátane genealógie, náboženstva, inteligencie. Rozhovory o jeho výskumoch prinášajú mnohé svetové periodiká, rádiá a noviny. Druhý z autorov tejto knihy, Woodley of Menie získal univerzitné vzdelanie v odboroch evolúcia, ekológia, environmentálna biológia. Zaujímal sa potom tiež o ľudskú evolučnú a behaviorálnu ekológiu, o teóriu životnej histórie, o osobnosť, primatológiu a o teóriu všeobecnej inteligencie. V štúdiu tejto ostatnej oblasti je najviac známy, pretože realizoval výskum, ktorý ukázal, že všeobecná inteligencia ľudí klesá. Za tieto zásluhy bol tento jav poklesu v akademických kruhoch nazvaný „Woodleyho efekt". Aj tento autor má bohatú vedeckú publikačnú činnosť, knižnú, časopiseckú a aj popularizačnú mediálnu činnosť v súvislosti so skúmanou problematikou a svojím výskumom.

Uvedená kniha vyšla v českom preklade v slovenskom vydavateľstve Sol Noctis. Organickou súčasťou knihy je dvadsaťosem strán poznámok, vrátane odkazov na citované zdroje a pramene, čo predstavuje štyristotri záznamov! V knihe je zaradených dvanásť funkčných grafov a štyri tabuľky. Radosť čítať a recenzovať takéto dielo.

Recenzovaná kniha je rozčlenená do trinástich kapitol, v ktorých autori spoločne objasňujú a obhajujú svoje predikcie, svoje hypotézy, svoje dôkazy, svoje názory, ako aj poznatky mnohých autorov v priebehu niekoľkých storočí. Kniha prináša šokujúce, ale fascinujúce poznatky, ktoré dlho zostávali v slonovinovej veži vedy, boli nepoznané a neznáme ľuďom, ktorých sa táto problematika osobitne týka.

V prvej kapitole s názvom Veríte tomu, že sme kedysi dostali človeka na Mesiac? autori píšu, že veda hľadá odpovede v teóriách, ktoré vysvetľujú problémy tak, že sa pritom opierajú o čo najmenší možný predpoklad. Tento princíp logickej úspornosti sa nazýva Occamova britva. „Hovorí, že najjednoduchšia teória je vo svete vedy teóriou najprijateľnejšou. Ak môžeme vysvetliť dve oddelené udalosti tou istou teóriou, je to lepšie, než mať dve rozdielne teórie pre každú z týchto udalostí. V tejto knihe sa pokúsime dokázať, že tou najjednoduchšou teóriou, opierajúcou sa o čo najmenšie kvantum predpokladov a vysvetľujúce, prečo nie sme schopní letieť na Mesiac, či opäť dostať Concorde do vzduchu je tá, že sa stávame menej inteligentnými." s.15-16. Svoje kontroverzné tvrdenia sa snažia autori dokazovať vlastnými výskumami. V kapitole objasňujú čo je to inteligencia a prečo je dôležitá. Uvádzajú, že inteligencia je schopnosť vyriešiť komplexné problémy a urobiť tak v čo najkratšom možnom čase. „Hodnota dedičnosti inteligencie u dospelých jedincov je 0,8, čo znamená že 80% variácií hodnôt inteligencie medzi jednotlivcami je spôsobená genetickými činiteľmi (dedičnosť v hodnote 1 by znamenala, že 100% týchto variácií je spôsobená geneticky)" (s. 16). Autori teda uvádzajú, že „... inteligencia je z 80% dedičná, t. j. 80% rozdielov medzi ľuďmi je spôsobené genetickými činiteľmi, z čoho vyplýva, že inteligencia v drvivej väčšine prípadov odráža inteligenciu rodičov." (s. 34).

S inteligenciou silno koreluje socioekonomický status. Autori píšu, že vzhľadom na to, že v prostredí, v ktorom žijeme „... stávame sa zdatnejšími v istých veľmi úzkych zručnostiach, v skutočnosti sa stávame menej inteligentnými z hľadiska „jadra" kognitívnej schopnosti, t. j. všeobecnej inteligencie (general intelligence). Stávame sa menej inteligentnými dokonca relatívne závratným tempom. Za posledných sto rokov sme možno stratili celých 10 bodov IQ: to je rozdiel medzi bežným policajtom a bežným učiteľom." (s. 18). Autori tejto knihy tvrdia, že to nie je možné ignorovať. V kapitole potom podrobne vysvetľujú svoj plán dokazovania, že miera ľudskej všeobecnej inteligencie sa znížila.

V druhej kapitole s názvom Čo je to tá inteligencia autori rozoberajú koncept inteligencie, doložene preukazujú vedecky platný koncept inteligencie, ako aj IQ testy, ktorými sa inteligencia dlhodobo meria. Informujú o rôznych druhoch inteligencie, o vzťahu inteligencie a IQ testov, o príčinách rozdielov v inteligencii. Veľmi fundovane odpovedajú autori knihy na otázky typu: „Čo ale myslíte tou inteligenciou?", „V rôznych kultúrach znamená inteligencia niečo iného.", „Nepoznáme gény v pozadí inteligencie, takže len špekulujeme." „Existujú rôzne druhy inteligencie.", „Inteligencia je koncept silne naviazaný na modernú západnú spoločnosť.", „Inteligencia a hodnotenie ľudí podľa ich IQ prináša morálne nepríjemnosti a je to veľmi nebezpečné.". Autori kapitolu uzavierajú tým, že inteligencia je extrémne dôležitá. „Ľudia, ktorí sú veľmi inteligentní, môžu robiť zložitejšie veci a môžu ich robiť rýchlejšie. Rôzne meradlá inteligencie vzájomne korelujú, tým je možné z nich vyvodiť „jadro" intelektuálnej schopnosti, alebo g-faktor, ktorý je práve tým, čo predikuje mieru, v ktorej sú ľudia schopní riešiť zložité problémy efektívnejšie. Inteligencia okrem toho predikuje celú paletu životných úspechov, od dosiahnutého vzdelania, po dlhodobé zdravie. Je možné ju relatívne presne merať IQ testami." (s. 41).

V tretej kapitole s názvom Ako a prečo došlo k výberu v prospech inteligencie? autori upriamili pozornosť na darwinovský výber inteligencie, vrátane pohlavného výberu, sociálneho výberu či skupinového výberu. Analyzovali výber v prospech inteligencie u zvierat, analyzovali ľudskú spoločnosť predindustriálneho Anglicka – lovcov, zberačov a pastierov, vplyv kresťanstva, plodnosť obyvateľstva v ranom novoveku, vrátane nemanželských detí a vzostup sociálnej mobility v tomto období.

Štvrtá kapitola kladie v názve otázku: Existujú dôkazy, že inteligencia až do priemyselnej revolúcie rástla? Autori sa v nej snažia ukázať, že priemerná inteligencia v Európe rástla až do nástupu priemyselnej revolúcie, pretože bohatstvo so zreteľom na inteligenciu – vo veľkej

miere určovalo, koľko vašich detí prežije. V kapitole autori uviedli a podrobne analyzovali tie ukazovatele inteligencie, ktoré sa v priebehu dejín menili v predindustriálnej dobe. Boli to úrokové miery, gramotnosť, schopnosť počítať a justičné násilie. Ako ďalšie ukazovatele možno, podľa autorov knihy zaradiť: veľkosť hlavy, stav demokracie a politickú stabilitu, vplyv korupcie, vraždu a genetické zmeny od doby bronzovej po súčasnosť.
Názov piatej kapitoly knihy je Čo je to osobnosť? V kapitole autori prehľadne preskúmali koncept osobnosti, pretože je nevyhnutne potrebný pre pochopenie géniov, o ktorých mala byť reč v šiestej kapitole, ktorá ale v tejto knihe absentuje! V podstate je však zahrnutá v texte piatej kapitoly. Možno chyba vydavateľa ...? Autori tu rozoberajú uznávanejší model štruktúry osobnosti v modernej psychológii osobnosti, v ktorom možno nájsť päť esenciálnych osobnostných faktorov, ktorým sa hovorí Veľká päťka. Každý má dve krajnosti: pozitívnu a negatívnu. Sú to: extroverzia – introverzia, emočná stabilita – neurotizmus, svedomitosť – impulzívnosť, prívetivosť – neprívetivosť, otvorenosť: intelekt – uzavretosť: inštrumentalizmus. „Týchto päť osobnostných rysov (okrem otvorenosti: intelektu) sa považuje za nezávislé na hodnotách IQ a naše výsledky v meraní týchto rysov predikujú, ako sa budeme správať.“ (s. 83). V kapitole sa ďalej rozoberá všeobecný faktor osobnosti, ako dochádza ku vzniku osobnosti a prečo existujú rozdiely. Podľa autorov je to nevyhnutné preto, aby sme pochopili génia a preto, že génia vytvára určitá neobvyklá kombinácia inteligencie a osobnosti. Autori kladú otázku, či sa géniovia stávali bežným javom z historického hľadiska. „Všeobecný záver je, že ak stretnete génia v skutočnom živote, môžete ho ľahko odpísať ako púheho „blázna“. Géniovia s veľkou pravdepodobnosťou nebudú príjemní, či priateľskí, budú mať neobvyklé záujmy a snáď sa budú obliekať, či hovoriť veľmi neobvyklým spôsobom. Budú obsesívni. Môžu vykazovať mnoho príznakov toho, čo sa nazýva Aspergerov syndróm, t. j. jemnou formou autizmu, asociovanou s ťažkosťami pochopiť pocity iných.“ (s. 88). V kapitole autori veľmi podrobne, až detailne popísali osobnosť veľkého anglického génia sira Isaaca Newtona. Zamýšľali sa nad evolúciou géniov v spoločnosti a tému rezumujú takto: „Aby došlo k zrodu génia, dostupný genofond nesmie byť malý – v takom prípade bude zrod génia nepravdepodobný (šanca na získanie správnej kombinácie génov bude príliš malá). Génius sa preto s najväčšou pravdepodobnosťou narodí rodičom, ktorí majú normálnu inteligenciu a normálnu osobnosť, pričom tento génius bude mať súrodencov, ktorí sa budú viac podobať svojim rodičom, než jemu. Génius bude veľmi odlišný od svojej rodiny. Ako sme už povedali, génius je abnormalitou nielen z hľadiska inteligencie, ale i kreativity a osobnosti.“ (s. 94). Autori tiež ukázali, že medzi rokmi 1450 a 1850 došlo k nárastu počtu géniov na počet obyvateľov, t. j. k nárastu superinteligentných ľudí s veľmi špecifickou osobnosťou, ktorí priniesli prevratné nové idey.
Siedma kapitola má názov Ako to, že sa výber v prospech inteligencie prevrátil? Autori píšu o viacerých vedcoch, ktorí predpovedali že inteligencia po nástupe priemyselnej revolúcie bude klesať. Títo vedci vypozorovali, buď subjektívne, alebo prostredníctvom korelačných štúdií, skúmajúcich nepriame ukazovatele inteligencie „... existuje mnoho dôkazov, že v priemyselných spoločenstvách je plodnosť negatívne asociovaná s IQ. Existuje mnoho dobre zdokumentovaných štúdií tohto procesu, čo znamená, že k tomuto javu s najväčšou pravdepodobnosťou dochádza vo všetkých vyspelých krajinách. Aby sme to povedali čo najjednoduchším spôsobom, čím sú ľudia inteligentnejší, tým majú priemerne menej detí.“ (s. 102). Podobné trendy zistili v USA, v Británii, v Rusku, v Taiwane, v Číne, v Kuvajte. Autori zisťovali prečo je to tak. Kľúčovými ukazovateľmi prečo majú inteligentnejší ľudia menej detí sa javili tieto: úroveň vzdelania, antikoncepcia, túžba po deťoch, benefity sociálneho štátu, feminizmus a najkontroverznejší činiteľ, znižujúci priemernú inteligenciu v rozvinutých krajinách – imigrácia z menej rozvinutých krajín. Toto je tenký ľad v dnešnej dobe, v dobe v akej sa nachádza dnes spoločnosť sveta. Autori tejto knihy sú vedci, ktorí uvažujú a zvažujú fakty ako vedci. „Jeden

problém spojený s vedou je pre mnohých ťažko pochopiteľný, a to, že veda sa snaží porozumieť povahe sveta a predstaviť čo najjednoduchšie vysvetlenie toho, čo sa deje a také vysvetlenie sa samozrejme musí opierať o dôkazy. Veda tu nie na to, aby niekoho utešovala, alebo aby sa snažila udržať spoločnosť pohromade.“ (s. 118- 119). Autori v knihe uvádzajú zistené vedecké fakty o vzťahu imigrácie a inteligencie v ľudskej spoločnosti, konkrétne na príklade Dánska (s. 120-121). „Imigrácia z nezápadných krajín na západ je potenciálnym prispievajúcim faktorom k poklesu IQ v západných krajinách. K tomuto poklesu by však dochádzalo i keby nebolo žiadnej imigrácie. Imigrácia proste tento proces len zrýchľuje.“ (s. 121). Záver tejto kapitoly vychádza zo zaujímavých výsledkov výskumu iných vedcov (1929-2015), ktorý ukázal, že aj medzi krajinami existujú rozdiely v priemernom IQ. Tieto výsledky ukázali, že „... priemerné IQ krajiny silno predikuje, aké vysoké skóre daná krajina dosiahne na viac-menej akomkoľvek civilizačnom ukazovateli, čo vás napadne: dosiahnuté vzdelanie, priemerný zárobok, miera demokracie, korupcia, kvalita stravy, očakávaná dĺžka života, detská úmrtnosť, prístup k čistej vode, či sanitačné podmienky, zločinnosť, liberálnosť, racionálnosť, dokonca i pocit šťastia.“ (s. 122). Toto je veľmi zaujímavé zistenie ...
V ôsmej kapitole s názvom Ja som ale počul, že v skutočnosti sme všetci chytrejší pojednávajú autori knihy o tzv. Flynnovom efekte, ktorý spočíva v tom, že pri porovnaní starých testov IQ s výsledkami moderných IQ testov sa nedala prehliadnuť skutočnosť, že ľudia dosahujú čím ďalej, tým lepšie výsledky v týchto testoch. Autori knihy zisťovali, ako je to možné, veď keď je inteligencia silne dedičná a bola po dlhú dobu negatívne asociovaná s plodnosťou, malo by skóre IQ klesať. Ako to, že stúpa a tak rýchlo? Ďalšie skúmania ukázali, že skóre v IQ testoch nerástlo rovnomerne, ale len v prípade veľmi špecifických schopností. „Ukazuje sa, že Flynnov efekt stojí na raste skóre vo veľmi špecifických zručnostiach, ktoré sú len slabo asociované so všeobecnou inteligenciou. Zdá sa, že ide o špecializované abstraktné rozumové zručnosti, súvisiace so schopnosťou klasifikácie, respektíve so schopnosťou myslieť vedecky a analyticky.“ (s.125).
V deviatej kapitole pod názvom Skutočne existujú nejaké podložené dôkazy, že všeobecná inteligencia klesá? autori knihy predkladajú dôkazy o tom, že ukazovatele všeobecnej inteligencie, ktoré sú spoľahlivejšie v meraní zmien inteligencie v rámci dlhších časových období, skutočne preukazujú úpadok inteligencie. Tento pokles všeobecnej inteligencie z genetických príčin je známy ako Woodleyho efekt, pretože to on zhromaždil o ňom potrebné dôkazy a údaje. K dôkazom poklesu patrí napr. meranie jednoduchej reakčnej doby, rozlišovanie farieb, používanie veľmi náročných slov, spätné rozpätie čísel, priestorové vnímanie, Piagetovo fázovanie vývinu, úroveň géniov a makroinovácií, kreativita, chronometrický dedičný faktor všeobecnej inteligencie, znečistenie prostredia. V závere kapitoly sa autori knihy pýtajú: mali by sme vám toto hovoriť? A ich odpoveď je nasledovná „... všeobecná inteligencia so všetkou pravdepodobnosťou klesá práve tak, ako to predpokladáme. Nie je však naším úmyslom zvestovať skazu, či neodôvodnene špekulovať. Špekulácia je slovo, ktorým sa útočí na vedcov, ktorých tvrdenia sa iným vedcom nepáčia. Ach aké paralely! Špekulácia je definovaná ako „vyslovovanie domnienok bez podložených dôkazov.“ Videli sme však, že g je motorom v pozadí civilizačného vývoja. Nie je to teda ani hlásanie skazy, ani špekulácia, keď sa povie, že pokles g povedie k civilizačnému prevratu. Disponujeme „podloženými dôkazmi“, o ktoré môžeme tieto tvrdenia oprieť.“ (s.153).
V desiatej kapitole nazvanej Čo to znamená, že civilizácie neustále postupujú procesom vzostupu a úpadku? autori uvádzajú, že existujú tri základné koncepcie dejín: lineárna koncepcia, cyklická koncepcia a pád. Každú z nich argumentačne vysvetľujú, uvažujúc pritom o pokroku v dejinách, o cykloch v dejinách, o modernej teórii spoločenských cyklov, o vysvetlení týchto javov prostredníctvom všeobecnej inteligencie, čo je zvlášť pozoruhodné. Pojednávajú

tak i o vplyvoch určitej náboženskosti ľudí, o cnosti a rovnosti, o zmene podnebia, ktoré spolu súvisia.
V jedenástej kapitole knihy, ktorá má názov Vidíme proces vzostupu a pádu všeobecnej inteligencie i v iných civilizáciách? ukazujú autori, že staroveký Rím – rovnako ako my dosiahol inteligenčný vrchol vďaka primeranému výberu, avšak časom sa plodnosť začala s inteligenciou asociovať negatívne, čo spôsobilo úpadok a kolaps Ríma, ale aj úpadok a kolaps civilizácií v Číne a na Strednom východe.
Názov dvanástej kapitoly znie: Dosiahla západná civilizácia vrchol svojho cyklu? Autori knihy tvrdia, že západná civilizácia kolabuje a že kolabuje v dôsledku klesajúceho g, dôkazy o tom, že g na Západe stúpalo až do éry priemyselnej revolúcie predložili i v tejto knihe, v dôsledku čoho civilizácia neustále robila kroky dopredu. „Avšak v dôsledku priemyselnej revolúcie sa tento výber v prospech g prevrátil, a ako sme preukázali, seriózny vedecký pokrok sa spomalil a stále sa spomaľuje." (s. 191). Autori predstavujú proces vývoja západnej civilizácie na základe metafory striedania ročných období. Civilizácia má svoju jar, leto, jeseň a zimu, ktoré sú v knihe zaujímavo charakterizované. Autori knihy vedia, že „... táto kapitola sa skladá z možných paralel a dohadov. Na základe dostupných dôkazov sa však nezdá, že by tieto hypotézy boli nerozumné či prehnané – mnohými z nich sa vážne zaoberajú akademici z rôznych príbuzných odborov. Všetko nasvedčuje tomu, že západná civilizácia prešla všetkými fázami cyklu ... a že teraz vstupuje do svojej zimy. Nie je to len špekulácia." (s. 199-200).
Trinásta kapitola nesie názov Vyhasínanie svetla. Autori sa tu snažia riešiť, ako sa vymaniť z civilizačnej zimy predtým, než dôjde ku kolapsu civilizácie, ako porozumieť tomu, že civilizácie sú cyklické a že naša civilizácia stojí na prahu staroby. Naše g už nie je také vysoké ako kedysi. Úkony typické pre spoločnosť s vysokým g sa pre nás stanú čímsi neuskutočniteľným. Sme na počiatku zimy. Pripraviť sa na toto, znamená prijať to ako fakt. Inú možnosť ponúkala už eugenika, ktorá má však, najmä v súčasnom období neprijateľné asociácie a konotácie. Ďalšou možnosťou je podporovať a vychovať géniov, identifikovať ich potenciál, poskytnúť im priestor k tomu, aby vytvárali svoje geniálne diela. Aj náboženstvo je cesta a možnosť. Posledná poznámka knihy znie: Bezútešný zimný slnovrat. Posledná veta knihy znie veľmi realisticky, až poeticky: „Prišla zima a bude ešte chladnejšie. Teplo sa oblečte."
Kto by si mal túto knihu prečítať? Kniha je napísaná na rozhraní odborného vedeckého a popularizačného štýlu, trochu šokujúca, trochu kontroverzná, informačne veľmi bohatá, plná doložených dôkazov, tabuliek a grafov, poznámok a odkazov na zdroje. Mohli by si ju teda prečítať najmä intelektuáli, ktorí pracujú so svojou inteligenciou a zaujíma ich, čo ich čaká a neminie v súčasnosti i v budúcnosti, nahliadnúc aj do minulosti.

DICTIONARY OF USEFUL MARKETING TERMS

M

mom-and-pop business | *rodinný podnik (neformálne)* ——— Traditional mom-and-pop businesses, like bookstores, have found it difficult to compete with large chain stores.
Tradičné rodinné podniky, ako sú kníhkupectvá, len ťažko konkurujú veľkým obchodným reťazcom.

monetary | *menový, peňažný* ——— The monetary unit of the UK is the pound.
Peňažná jednotka Spojeného kráľovstva je libra.

money | *peniaze* ——— Money can't buy happiness.
Za peniaze si šťastie nekúpiš.

money-back guarantee | *garancia vrátenia peňazí* ——— The producer offers a full money-back guarantee if the customer is not satisfied.
Výrobca ponúka plnú záruku vrátenia peňazí, ak zákazník nie je spokojný.

money-making | *výnosný, ziskový* ——— Many governments want to control money-making activities of the banks.
Mnohé vlády chcú kontrolovať výnosné aktivity bánk.

money spinner | *zlatá baňa* ——— This product is not simply a seasonal money spinner.
Tento produkt nie je len sezónnou zlatou baňou.

monopolization | *monopolizácia* ——— There are worries about the potential monopolization of the domestic market.
Existujú obavy z možnej monopolizácie domáceho trhu.

monopolize | *monopolizovať* ——— If you manage to monopolize the market, you do not need to worry about competition.
Ak sa vám podarí monopolizovať trh, nemusíte sa obávať konkurencie.

monopolist | *monopolista* ——— Nowadays, many former monopolists cannot compete in industries opened to competition.
V súčasnosti mnohí bývalí monopolisti nemôžu konkurovať v odvetviach otvorených konkurencii.

monopolistic competition | *monopolistická konkurencia* ——— There is some monopolistic competition to be found in the steel industry, but not cases of perfect competition.
V oceliarskom priemysle je možné nájsť určitú monopolistickú konkurenciu, ale nie prípady dokonalej konkurencie.

monopoly | *monopol* ——— There are many laws to stop companies becoming monopolies.
Existuje veľa zákonov, ktoré bránia spoločnostiam stať sa monopolmi.

monopsony | *monopsónia* ——— Customers have accused the big wine buyer of being a monopsony.
Zákazníci obvinili veľkého nákupcu vína z monopsónie.

monopsonist | *monopsonista* ——— For many years the steel industry has acted as a monopsonist.
Oceliarsky priemysel sa dlhé roky správa ako monopsonista.

month | *mesiac* ——— The French business has only two more months to complete the acquisition.
Francúzsky podnik má na dokončenie akvizície už len dva mesiace.

monthly | *mesačný, mesačne* ——— In some areas of the country the property price can rise monthly.
V niektorých oblastiach krajiny môže cena nehnuteľností rásť mesačne.

morphology | *morfológia* ——— Morphology analyzes the structure of words and parts of words such as stems, prefixes, and suffixes.
Morfológia analyzuje štruktúru slov a častí slov, ako sú kmene, predpony a prípony.

motivate | *motivovať* ——— Their new leader managed to motivate staff to work together after the takeover.
Ich novému vedúcemu sa po prevzatí spoločnosti podarilo motivovať zamestnancov k spolupráci.

motivated | *motivovaný* ——— Their staff members are hard-working and highly motivated.
Ich zamestnanci sú pracovití a vysoko motivovaní.

motivating | *motivujúci* ——— Her work for a non-profit organization has been more motivating than anything else she has ever done in her life.
Jej práca pre neziskovú organizáciu bola motivujúca viac ako čokoľvek iné, čo v živote robila.

motivation | *motivácia* ——— There seems to be a lack of motivation among the students.
Zdá sa, že študentom chýba motivácia.

motivation research | *výskum motivácie* ——— She went on to say that motivation research relied on findings by sociologists and psychologists.
Ďalej uviedla, že výskum motivácie sa opieral o zistenia sociológov a psychológov.

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