

Faculty of Mass Media Communication
University of Ss. Cyril and Methodius
in Trnava, Slovakia

MARKETING IDENTITY

2016

Dana Petranová
Jozef Matúš
Dáša Mendelová
(eds.)

Brands
we love
- part I.

IIFMK
Fakulta masmediálnej komunikácie
Faculty of Mass Media Communication

BRANDS WE LOVE

Faculty of Mass Media Communication
University of Ss. Cyril and Methodius in Trnava

MARKETING IDENTITY
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Conference Proceedings
from International Scientific Conference
8th – 9th November 2016
Congress Hall of the Slovak Academy of Sciences
Smolenice, Slovak Republic



Trnava
2016

MARKETING IDENTITY: Brands we love – part I.

Conference Proceedings from International Scientific Conference
“Marketing Identity 2016: Brands we love”, 8th – 9th November 2016,
Congress Hall of the Slovak Academy of Science, Smolenice, Slovak
Republic

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Cover: Mgr. Martin Klementis, PhD.

All the submitted papers were individually reviewed in an anonymous double blind peer review process on basis of which the editors decided about their publication in the conference proceedings.

The authors of individual scientific papers are responsible for technical, content and linguistic correctness.

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ISBN 978-80-8105-840-0
ISSN 1339-5726



MARKETING IDENTITY

Brands we love

International Scientific Conference, 8th – 9th November 2016
Congress Hall of the Slovak Academy of Science
Smolenice, Slovak Republic

The international scientific conference held annually by the Faculty of Mass Media Communication, University of Ss. Cyril and Methodius in Trnava has become a traditional event supported and attended by renowned mass media communication theorists and researchers as well as by media and marketing professionals.

The aim of the conference is to map the latest knowledge and trends in the field of marketing communication and to create space for spreading up-to-date scientific knowledge and practical experience in the field of marketing, media and communication while outlining the importance of innovations and supporting the critical dialogue between scholars affiliated with academic institutions and professionals with practical experience. The international conference Marketing Identity (called New Trends in Marketing until 2012) which was held for the thirteenth time at the Smolenice Castle, Slovakia, is organised by the Faculty of Mass Media Communication UCM in Trnava. The conference took place on 8th – 9th November 2016. It was attended by nearly 200 participants coming from 6 countries who were affiliated with more than 30 different academic and research institutions and 12 professional organisations.

The main theme of the conference was concisely expressed by its subtitle: Brands we love. Whether we realise it or not, all of us are surrounded by brands. We encounter them while shopping, watching television, browsing the Internet, having fun outside, travelling, seeking entertainment. Brands we prefer or even love may influence our lives and shopping decisions significantly; on the other hand, those branded products and services, which do not meet our expectations and do not attract our attention, struggle to survive on saturated and globalised markets. It is highly interesting and challenging to discuss these issues within the academic circles in order to see the related problems in wider contexts. The sessions involving conference participants and their contributions were divided into five different sections as follows:

- Section 1: Corporate Branding
- Section 2: Consumer nad Branding
- Section 3: Media Branding

- Section 4: Regional Branding
- Section 5: Personal Branding

We would like to pay closer attention to creative and educational activities accompanying the conference. Even though Marketing Identity offered its participants and other attending guests many opportunities to become acquainted with the Faculty of Mass Media Communication's numerous artistic and well-intentioned public activities, there is one part of the accompanying programme we would like to mention particularly. It is an exhibition presenting the project Fotoroma that aimed to raise public awareness of Roma minority's cultural diversity and build an intercultural dialogue through photography. We believe that there is no other way to intensify the process of social inclusion than to support education of young people living in Slovak regions with high unemployment and therefore under difficult life conditions. The project confirms that even though many of them live in poverty, young Roma people are exceptionally artistically gifted and thrilled when given a chance to express their feelings and try new enjoyable activities. The project's success and all positive reactions of the conference guests led us to a commitment to further engage in the process of social recognition of those in need, to continue in our efforts to help socially excluded Slovak people.

We were honoured to meet many regular but also new participants and guests from abroad. Our foreign guests came from Poland, Norway, the Czech Republic and the United States of America. Besides welcoming many professionals working in the academic circles, whose papers are available on the following pages, we were also delighted to welcome marketing and media professionals who offered practical perspectives of discussion topics. The discussions were aimed at various creative and efficient digital solutions, successfully implemented campaigns, interesting case studies. Since our Faculty considers merging theory and practice as very important or rather necessary, we would like to thank them for accepting our invitation. One of our most prestigious professional partners, the Club of Advertising Agencies Slovakia (KRAS), deserves to be mentioned in particular; we would like to express our gratitude to this organisation as its head representatives and members significantly influenced high quality of the main part of the conference programme by attending in person as keynote speakers and by other forms of cooperation as well.

More information on the Marketing Identity conference, programme schedules, deadlines and photo galleries related to previous years are available at:

Conference website:

fmk.sk/marketing-identity/mi2016



Faculty website:

<http://fmk.sk>



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(All photos from the conference are here to see)



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Dear friends,

I am happy to address you again on the first pages of our conference proceedings presenting the scientific contributions from the Marketing Identity – Brands We Love conference. The proceedings are the outcome of our international scientific conference which is held annually on the premises of Smolenice Castle. This was the thirteenth time that scholars, professionals and students gathered in the beautiful surroundings of the Little Carpathians not only to listen to really interesting contributions, but also to exchange their professional and practical experience, discuss inspirational topics, establish contacts or strengthen friendships. During the event, the participants debated in five sections within which they discussed brands, their image and power. The participants evaluated brands' influence on the consumer, the aspects of media commercialisation as well as the importance of a brand at building a region or in personal marketing.

The conference organizers managed to choose an interesting, innovative and modern topic once again. The topic that appeals to all, as everybody can find their favourite area of interest within it. Having decided to name the conference **Marketing Identity – The Brands We Love** the organizers wished to express the fact that each of us has their "lovebrand" they wake up or fall asleep with. When choosing the event's title, we had also been influenced by the fact that our university, along with our faculty, had started to celebrate the twentieth anniversary of its foundation. *"FMK is our lovebrand – we love it and by continuously working on its development and dynamics we do our best to make it move forward, as much as possible."* Many members of both the organizational and scientific boards are the graduates of the faculty and their lives have been connected with it for already twenty years. We are happy that this love to our brand, our alma mater, can be really felt, as was the case also at this conference. It is really exceptional and unique for conference organizers to provide every single participant with their lovebrand. Thus, during the breaks, everybody could find the particular brand they love: Popradská coffee, Horalka, Kofola, Peter Sagan's autograph, Martinus mug, FMK badge, Coca Cola bottle or Nivea cream. Naturally, the budget didn't allow us to present everybody with what they love. Nevertheless, this served as the perfect opportunity for the organizers to show their creativity: the participants were given cookies bearing the logos of their lovebrands. The event was brightened up

with "lovebrand wall" where the participants could take pictures with their favourite brands.

Our conference itself has become a recognized brand, too. Many of us can remember its first modest beginnings that took the form of professional colloquiums held in the premises of our faculty in Trnava at that time. In 13 years we have built up a recognized scientific event that annually hosts more than 200 participants from Slovakia and abroad.

The event was accompanied by three exhibitions that had been prepared by our faculty colleagues. One of them was the exhibition of the best photographs taken by gifted young Roma talents within the Fotoroma project – Raising Awareness of Roma Cultural Diversity and Building Intercultural Dialogue via Photography. The second exhibition related to the COPESU project (Communication to the Prosperity of Ukraine-Slovakia Border Region) and presented the photographs capturing the regions' strengths. The third of the exhibitions displayed the photographs of Smolenice Castle's surroundings.

At this place we would like to express our sincere thanks to the conference's expert guarantor – The Club of Advertising Agencies Slovakia as well as to the main partners of the conference – Trnava Self-Governing Region and Regional Development Cluster – Western Slovakia.

I would like to finish off with the words of our colleague Pavol Minár who was awarded the prize for the best conference speaker and I believe he will entice you to attend our conference also in the years to come as well as to read the contributions found in these proceedings carefully: *"It is a very strong event professionally, yet, at the same time, it is very human. It has been ages since I last presented something to such a well-disposed crowd that would literally emanate such powerful energy. It is becoming a top event among conferences aimed at marketing on a scale that surely reaches beyond Slovakia."*

assoc. prof. Ľudmila Čábyová, PhD.

*Faculty of Mass Media Communication
University of SS. Cyril and Methodius in Trnava*



Corporate branding



BRANDS WE LOVE

THE INFLUENCE OF IDENTITY AND IMAGE ON THE SELECTION OF UNIVERSITY

Ludmila Čábyová

Abstract

The image of an educational institution is influenced by several factors, which are defined in the theoretical part of this paper. In the analytical part, the author predominantly deals with the visual aspect of the identity of educational institutions. This paper presents the results of the research whose main aim was to find out the significance which is attached to identity building by educational institutions and the way it influences their potential students. The research was carried out in two main stages. The first part was focused on secondary school students and their perception of communication and identity of universities in Slovakia; the second part looked at designers, who were surveyed in order to find out how exactly universities should create their identity.

Key words:

Brand. Design. Identity. Image. Logo. Marketing communication. Slogan. University.

Introduction

It is marketing communication which gives educational institutions the opportunity to distinguish themselves within the supply of similar services on the market, build their unique image and create their own identity, which can serve as the main tool when struggling for students. Various discussions and polemics of numerous authors imply that there is an unequivocal opinion on the importance of marketing and marketing communication and their role in the mission and philosophy of schools. Many other authors, including Světlík, Matúš, Ďurková, Štefko and Lieskovská work on the basis of the defined basic influences of macroenvironment. Pavlu¹ defines several other principal changes, e.g. diversification and creation of new fields of study and study programmes. Marketing and marketing communication in Slovak education has had a relatively short history compared with other industries and has been in practical use only for several years. Doing marketing for the area of education requires respecting some differences, which stem from the sector of services. Students not only take part in the educational part of the educational process, they also significantly influence the entire resulting product of the university as a whole.

1 Image and identity of educational institutions

In a simplified way, the image of educational establishments can be defined as the perception of such institution by the public, which may or may not bear resemblance with reality.² Lieskovská views image as a complex phenomenon, defining it as a „structured system of mutually intertwined and interactive factors such as the level and quality of educational product, the system of management and organization,

¹ PAVLU, D.: Specifiká tvorby image vysoké školy. In MATÚŠ, J. (ed.): *Marketing vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2007, p. 204.

² MATÚŠ, J.: Podstata a význam imidžu vzdelávacej inštitúcie. In MATÚŠ, J. (ed.): *Budovanie pozitívneho imidžu vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2006, p. 49.

*marketing, competences, tools of marketing communication and paramountly public relations, the quality of pedagogues, the identity of the institution, the organizational culture, know-how and goodwill of the institution.*³ Obdržálek defines the image of an educational institution as the „*sum of all ideas, knowledge and expectations connected with the particular educational establishment, current and former teachers, students and graduates and their anticipated knowledge.*“⁴ Following are the basic features specific for the image of educational institutions:

- **history:** the traditions and results of the educational institution; distinguished graduates,
- **current faculty:** the qualification, results and publications of pedagogues,
- **study programme:** the quality of working with students, the content of studies, the practical applicability of studies, the forms and methods of study, the use of information and communication technology,
- **learning environment:** the facilities, attractiveness and aesthetical level of the locality,
- **sufficiency of information:** communication with the public, building positive publicity, cooperation with the general public, organizing various events.⁵

Providing a university puts long-term effort to create its image, the result should be manifested in it having an ideal image. Every company should define its ideal image according to which it should subsequently act. As far as image is concerned, it exists in an environment with its carriers (addressees) of image. These are predominantly constituted by the students, pedagogues and employees. The best bearers of a positive image of a university are its satisfied students. It is them who are able to influence a great number of potential applicants and students as well as the interest in the university among their acquaintances and external public. The university has to target its communication not only at its current students but also at its graduates, who also significantly influence its image. Other important carriers of the positive image similar to those of satisfied students are satisfied employees. It is general knowledge that only teachers who take genuine pleasure in their work and are loyal to their employers are able to do their job really well.

Research into the image of a university is extremely important not only for the analysis of the current state of the institution, but also for the creation of an action plan for a positive image change or a plan for sustaining positive trends. In order to keep the objectiveness and relevance of the results, it is recommended to use several methods of measuring the image. Slovak universities are obliged to establish students' feedback on the quality of their educational process. They do this through annual written or electronic surveys. The results of those surveys can also be used as reference material for the analysis of the image of a university. The most

³ LIESKOVSKÁ, V.: Imidž vzdelávacích inštitúcií. In MATÚŠ, J. (ed.): *Budovanie pozitívneho imidžu vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2006, p. 51.

⁴ OBDRŽÁLEK, Z., HORVÁTHOVÁ, K.: *Organizácia a manažment školstva*. Bratislava : Mladé letá, 2004, p. 112.

⁵ MATÚŠ, J.: Podstata a význam imidžu vzdelávacej inštitúcie. In MATÚŠ, J. (ed.): *Budovanie pozitívneho imidžu vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2006, p. 50.

advantageous methods of analysing the image in the field of education and learning are considered to be measuring preferences and semantic differential.

A lot of authors see image as a part of Corporate Identity, whether it is inside or outside the company. In relation to the image, Corporate Identity is seen as a means for influencing the image. „Corporate identity is constituted by what a company is like, or wants to be like, whereas the image is the public representation of this identity.“⁶ The difference between these terms can also be explained by stating that the identity represents the existence of something and the image is the result of the perception of this identity by other people. Thus, we can state with absolute certainty that there is no image without identity and no identity without image and that the process of their mutual interaction is very important.⁷ Corporate or institutional image is the result of interaction among the individual parts of Corporate identity, i.e. design, communication, culture and philosophy.⁸

The aim or mission of Corporate Identity is considered to be the effort of the company or given institution to create individual and identical corporate image which corresponds with its aims. Identity understood in this way supports the communication and interaction relationships inside as well as outside the company.⁹ We can state that Corporate Identity expresses some kind of corporate personality. This personality, which, like people's personality, cannot be easily altered, is influenced by various factors and it unifies several elements thus creating one complex entity. Other main aims of Corporate Identity are creating positive image, creating positive corporate or institutional culture, identifying employees with the corporation or enterprise, harmonising the internal and external image of the corporation or enterprise, eliciting the feeling of security and trust in the corporation or institution.¹⁰

2 Research methods

In the paper we bring the selected results of the survey into educational institutions carried out in the period of July 2015 – November 2016. The research was divided in two stages. The objective of the first stage of the research was to find out whether secondary school students are interested in marketing communication and identity of the university they would like to study at in future and the extent to which the identity influences the choice of their university. The questionnaires were distributed via online channels. The second part of the research was focused on designers, who have at least five-year experience with creating identity of larger institutions. The objective was to find out how designers perceive the identity of educational institutions and which of its part they consider most important.

⁶ VYSEKALOVÁ, J., MIKEŠ, J.: *Image a firemní identita*. Praha : Grada Publishing a.s., 2009, p. 16.

⁷ ŠTEFANČIKVÁ, A.: *Tvorba identity a imidžu vo vzdelávacom prostredí*. In MATÚŠ, J. (ed.): *Budovanie pozitívneho imidžu vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava, 2006, p. 88.

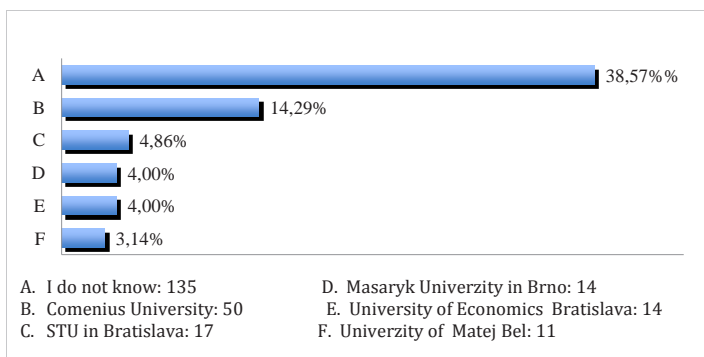
⁸ VYSEKALOVÁ, J., MIKEŠ, J.: *Image a firemní identita*. Praha : Grada Publishing a.s., 2009, p. 21.

⁹ ČIHOVSKÁ, V., HANULÁKOVÁ, E.: *Firemný imidž*. Bratislava : Eurounion, 2001, p. 66.

¹⁰ *Ibidem*, p. 71.

3 The results of the survey titled The influence of identity and image on the selection of university

The complex results of the research are brought by Čábyová and Ptačin in their monograph titled Marketing, communication and identity of educational institutions.¹¹ One of the findings was that grammar school students get most of the information through the internet, where they proactively search for information on websites and social network profiles of universities. The basic factors which influence their choice is the physical appearance and facilities of the school, modernity and ranking in the ranking of universities. On the other hand, students do not take interest in the communication and identity of universities in Slovakia, they cannot identify the colour, fail to remember the advertising campaigns and lack the relaxed feeling and creativity in the communication. Most of the students could not recall even one college or university because of its logo or advertising campaign. However, it is understandable that for many students the logo still does not mean anything and they are not identified with it. It is the lack of awareness of advertising campaigns and communication that poses an even more serious problem. This problem is related to the lack of creativity in communication and also to the size of the budgets which the colleges and universities are capable to invest in communication and advertising campaigns. Students were able to recollect only the most important of our universities, namely Comenius University and the Slovak University of Technology in Bratislava. Both universities are also the only ones in Slovakia that can get a better position in the wider quality assessment rankings of universities in the world. It is thanks to these positions that these two universities get more frequently into the articles of nationwide media.



Picture 1: University logo and its awareness

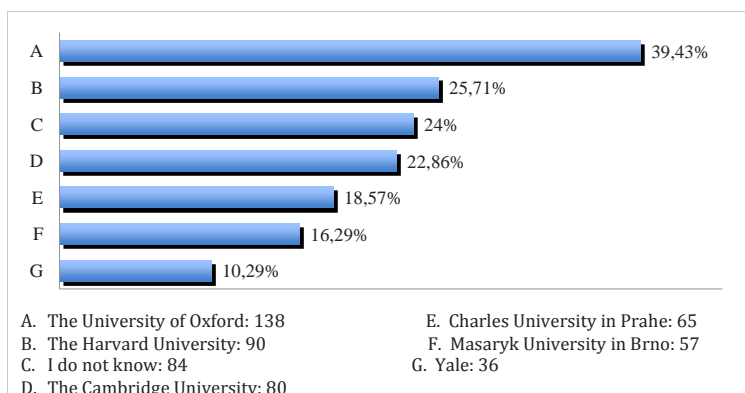
Source: PTAČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

Despite the lack of funds to carry out large marketing campaign universities have a **huge advantage in the type of target group they need to attract**. By aiming the advertising campaign at secondary school students and young people they can apply

¹¹ PTAČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

more affordable means of communication and use the non-standard forms of communication for their marketing campaign. Furthermore, the digital world provides more opportunities of close scrutiny of the efficient spending for such campaigns in their follow-up.

The highest spontaneous recall of foreign universities was elicited by the world-famous universities, namely the University of Oxford, the Harvard University, and the Cambridge University. In the same question, a large number of students opted for these schools due to the fact that they had enjoyed the favour of media thanks to apt students and their media outputs (awards winning, well known graduates), as well as schools which traditionally get top ranks in the quality assessment surveys of the universities in the world. Only a quarter of respondents from grammar schools could not write even one foreign university. In addition to well-known global brands, many students recalled the universities from the Czech Republic. We see an explanation of this in the geographical and cultural proximity, as well as the fact that many Slovak grammar school students consider future studying at one of these Czech universities. Numerous aforementioned schools are also amply represented in the television series and movies, which gives them even more value in the eyes of the secondary school students. For instance, if the students' favourite hero dreams of an application to the University of Oxford or the Harvard University in a television series or film, they also tend to be influenced by this imagination.

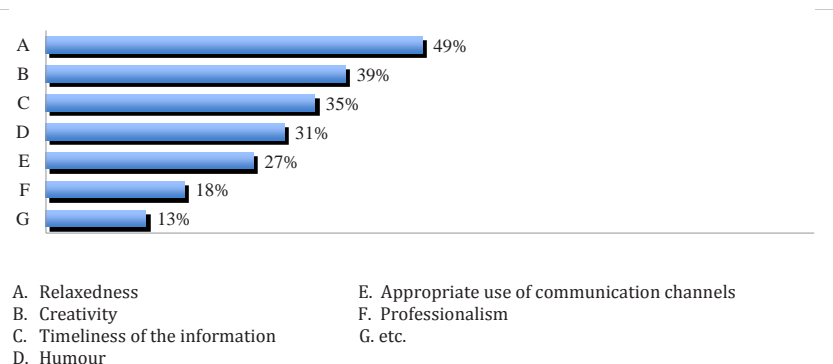


Picture 2: Spontaneous recall of the brand

Source: PTAČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

Interestingly, we ascertained that nearly half of the universities are lacking in a certain *relaxedness* of communication. We see this as a consequence of an undue formal appearance of many educational institutions. In our opinion, it is necessary to find a compromise between formal communication that gives educational institution the necessary seriousness, and marketing communication, which should more clearly reflect the culture and values of the school, considering the needs, interests and the way of living of its target group. It is natural that relaxedness in communication could give the impression of a lacking credibility and authenticity, but it is true that communication should primarily be based on the real life and the culture of the institution.

In second place the students identified **creativity** that almost 40% of respondents find lacking. In third place, with nearly two-thirds of the votes it is **timeliness of information**. It is the third place that shows that students do not perceive the lack of communication of universities only subjectively (relaxedness and creativity can be perceived differently by different students), but also objectively, as the timeliness of the information can be verified. However, the act of informing about recent events by the educational institution is one of the primary objectives of its communication activities and if the institution fails in this regard at the outset, it sends a very negative signal to the potential students or partners.



Picture 3: Factors lacking in the communication of universities

Source: PTAČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

In the second part of our research we focused on graphic designers who are dedicated to creating a brand identity in Slovakia and who also have at least five years' experience with creating identities for larger institutions. In order to carry out the research we chose the method of an online questionnaire. When defining the basic population we worked on the basis of our experience with graphic design in Slovakia and our consultations with experts. The original idea of addressing only those designers who are experienced in creating the identity of a university had to be dropped, which was due to the fact that there are so few of them. Having consulted the experts, we set the basic population to 50 graphic designers who may be considered the best in Slovakia. Our questionnaire was filled in by 25 of them.

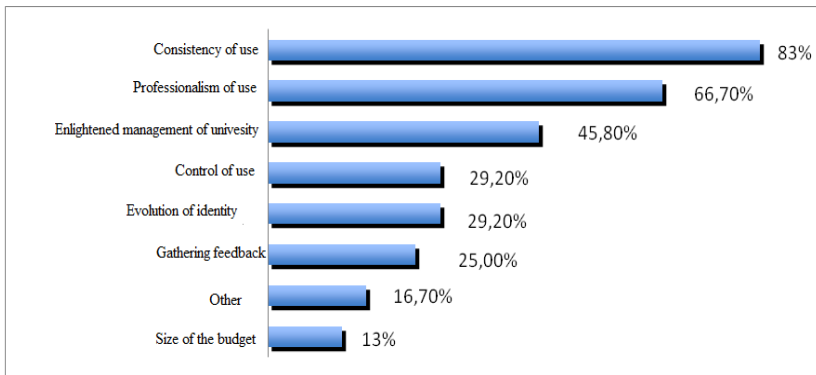
The questionnaire was adapted for a narrow target group of graphic designers who are devoted to creating visual identities and are experienced in creating larger identities. The questionnaire was considerably time-consuming for filling in. Its results can be summarized in several areas:

- The most important factor of a first-rate identity is the consistency of its use and the professionalism of its elaboration.
- The management of the institution should take part in creating the identity.
- More than 1/3 designers recommend cooperation with external consultants as well.
- Designers do not consider it important to involve rank-and-file employees in identity creation. Only ¼ of the designers recommend involving students in

creating identity.

- It is important to know the philosophy and culture of the institution whose identity is being created. That is the basis of the entire identity.
- Institutions definitely need their own identity manual. This manual should be most specific.
- Average time needed for the building of identity (design and creation of design manual) by a designer is 9 weeks and the average financial expenses are more than 4300€. The highest cost estimate was 50,000€ and the lowest cost estimate was 1000€. The shortest estimated time needed to create the identity was 1 month, with the longest estimated time being 4 months.
- The designers recommend management of educational institutions not to hesitate with consulting experts and doing research before creating the identity. It is necessary to adapt it to one's own target group, be open to new (mainly digital) trends and not to be conservative.
- It is important to train the staff and explain the importance of having an identity for the school and the ways how to use it and work with it.

Another significant opinion connected with the identity of the educational institution is the consistency of its use and the professionalism of its elaboration. The professionalism of elaboration is connected with the choice of the person who carries out the identity. The consistency of use is equally entirely in their hands and depends on the processes of control and use of the identity in particular the communication materials and contexts which it is used in. The designers also thought it was important to have an „enlightened“ management thanks to which it is possible to carry out a high-quality identity. As we mentioned above, it is the management which is able to guarantee the first two factors of a high-quality identity of the educational institution. The respondents also stated the control of use of the identity, its everlasting evolution and establishing feedback.



Picture 4: Factors which are most important for the communication of a university

Source: PTÁČIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

The creation of identity should comprise not only graphic designers but also marketing managers and management of the institution. The identity must be

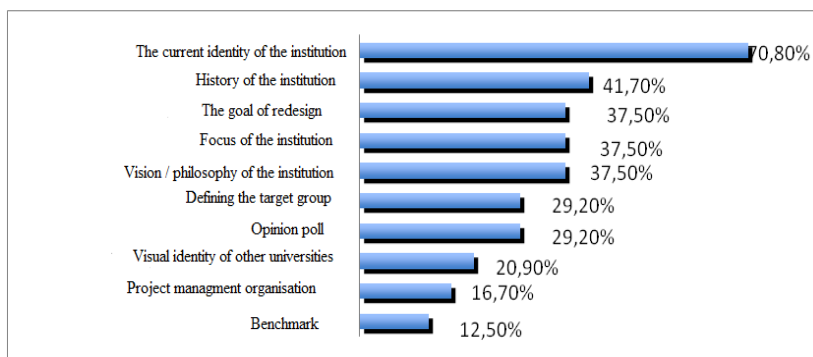
applied with the planned communication activities of the institutions and its application is a complex managerial activity (especially in larger educational institutions) which the management must be sufficiently prepared for. A smaller part of the designers is of the opinion that when creating the identity the management ought to use the consultancy of externists as well as the students of the institution. It is not necessary to involve rank-and-file employees. This can be explained by the complexity of the process, where on one hand, it is beneficial to get some kind of feedback, on the other hand, too many parties involved slow down and aggravate the process of carrying out the identity. Comments on the professional work of the designer, which are influenced by subjective impressions tends to be rather contraproductive. The identity of the educational institution must hail from its philosophy and culture. However, a lot of educational institutions do not have their own well-defined culture and philosophy or these are only unwritten. The foundations of these elements (culture and philosophy) could be laid by establishing an identity manual, which could double as some kind of a trigger for the discussion about them within the institution. Subsequently, they could be presented in the identity manual. It is advised to record them in the most general terms as it might ensure that they be followed more easily as a part of the identity in the future.

The **identity manual** significantly facilitates the work on any marketing or communication projects of the institution and it also helps a consistent building of the brand. It should contain all the necessary versions of the logo, a manual for the use of photographs and iconographies. Apart from that, it should also include a communication manual as well as a manual for communication on social media. These features of the manual are compatible with the standard content of any institution and should be a cornerstone of the identity manual. We shall discuss the more specific parts of the manual in the following part, which is devoted to the practical applications of identity.

According to the designers who participated in our questionnaire, no educational institution should fail to include **presentation and document templates** in the identity manual. It is important to consider the differences in operation systems and software versions which the templates should be available in. The identity manual should also include the **labelling of buildings**. These (buildings) can serve as proud carriers of identity of the institution and are often placed on secondary visuals as illustration images. **Textbooks** are another important application being one of the products of the educational institution. In many cases, we can observe that the cover of an academic publication does not reach a sufficient level of quality and professionalism, or its design is too specific and does not correspond with the basic identity of the institution. This is also connected with the **co-branding of events** (scientific conferences, open days, balls, etc.) which the institution organises or holds on its grounds. A lot of events have their own specific target groups or well-established and powerful brands. Therefore, it is necessary to specify the cooperation of the brand of the institution with another brand. Finally, we cannot omit the applications like **annual reports and templates for social media**. A little less significant, but still quite important is the production of **promotional items** of the educational institution and the **dress code** of its employees and students.

Having said that, in our view, it is this area which has great potential for a more functional brand building of educational institutions. A lot of powerful foreign

universities sell their promotional items in hundreds of thousands. Why could not we wear the logo of our favourite university on our T-shirt or sweatshirt? This concept, however, will be plausible only when our educational institutions have succeeded in building powerful and respected brands. The background material for the creation of a new identity should comprise its current identity, history and a clear specification of the goals of the redesign, the focus of the institution, its vision and philosophy and possibly the definition of its target group and relevant opinion polls. Of lesser importance are the visual identities of other educational institutions, benchmarking or project management and organisational structure. If a university wants to gain an outstanding identity, a clear and direct specification of the aims of the design or redesign of the identity is paramount. The communication with the designer must be carried out openly, along with the marketing manager (in his absence, with a person responsible for communication and marketing activities of the institution).



Picture 5: Information needed by the designers to create the identity

Source: PTACIN, J., ČÁBYOVÁ, L.: *Marketing, komunikácia a identita vzdelávacích inštitúcií*. Trnava : FMK UCM in Trnava. In press.

According to Slovak designers, the following are foreign and Slovak universities with a well-built identity: University of Arts Helsinki (Finland), Massachusetts Institute of Technology – (the USA), OCAD University in Toronto (Canada), Oxford university (Great Britain), VUT Brno (the Czech Republic), Charles University in Prague (the Czech Republic), STU Bratislava (the Slovak Republic). If we compare the results of this part of research with the results of the study we conducted in 2014¹² at selected faculties of Slovak universities, we can see a remarkable imbalance in the budgets of educational institutions and estimated costs of graphic designers. As many as 58% of the faculties we directed our research at spent a maximum of 5,000€ with only one quarter of them spending a maximum of 10,000€. Contrary to that is the estimated average price of a professionally developed identity which starts at 4,000€. Equally, we see a problem in the fact that at 74% of the faculties, marketing communication is carried out by a person who does this job alongside other important tasks. Based on the survey of the graphic designers we can claim that the top management of the educational institution should cooperate on identity building. Moreover, although as

¹² ČÁBYOVÁ, L., PTACIN, J.: Benchmarkingové porovnanie marketingovej komunikácie vysokých škôl na Slovensku. In *Communication Today*, 2014, Vol. 5, No. 1, p. 47.

many as 74% of the faculties possess their own design manual, only two of them had it readily downloadable from their websites.

The research also suggests that it is crucial to educate and train staff in why the identity is important and how to work with it. It is only through this that an institution is able to ensure the consistency of its use and the desired quality of outputs. We also think it is equally important to communicate the values and features of the university identity to its students, as they make up a substantial part of its carriers and propagators. The situation in Slovakia is slowly changing for the better and a lot of universities begin to realise the significance of identity in their integrated marketing communication. However, there is still a disharmony between the expectations of the management of educational institutions and experts, and graphic designers, who supply the identities for them. One of the obstacles for building a high-quality identity is the gap between the estimated costs charged by graphic designers and the budgets which the educational institutions can use for these activities. We also see drawbacks in poor awareness of the benefits which a good identity can bring the educational institution within its marketing communication. These are not only the improvement of communication results but also economic results of the university. Universities in Slovakia would benefit from a case study which could show the effect of applying a high-quality identity of an educational institution on figures and data collated over a longer period of time. Based on this example, other scientific institutions could see what results they could achieve thanks to such strategic concept. Nonetheless, the problem remains in the height of the initial costs of identity building, which are relatively high in relation to the budgets of educational institutions. Therefore it seems we shall have to wait for the first "daredevil" to invest in its identity. Alternatively, one of the educational institutions might be lucky enough to find a partner or sponsor to foot this bill in their favour.

Conclusion

In summary, we may state that both surveys confirmed that the identity of an educational institution (its culture, philosophy, communication and design) influences the interest of students to study there. Furthermore, it boosts the student and employee loyalty and ultimately it also creates a positive image of the university. Having analysed the results of our research, we can assert that more than one third of secondary grammar school students base their decision where to study partly on the identity of the educational institution. We can also note that more than a half of these students cannot recall any features of visual identity of the university they would like to study at. These two findings confirm the need for a professional creation of identity of educational institutions as well as its consistent building and maintenance. Interestingly, on one hand, grammar school students perceive and observe the identity of educational institutions very closely. On the other hand, the identity often tends to be unprofessional and its application is rather inconsistent, which caused that the students failed to recall parts of the visual identity of the educational institution they would like to study at. More than 90% graphic design experts who we surveyed claim that professional graphic designers need to know the culture and philosophy of the institution before starting to work on its identity.

Thanks to that we can assert that when making the identity manual, it is advisable to include other parts of the identity of the institution than its visual identity. It is the philosophy, culture as well as the values and vision of the institution that should be clearly defined and accessible to the public as a part of its identity.

Acknowledgement: The paper is a part of research project VEGA 1/0283/15 named: Aspects of marketing communication in area of process creation customer's value on B2C market in context with maximization of market share in retail gravity.

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HISTORICAL BRAND DEVELOPMENT IN THE REAL PRACTICE

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Abstract

The paper is a case study, which describes the process concerning the development of a brand of the real company from Slovakia. Its history starts at the beginning of the 30-ties of the 20-th century. During its longer than 80-year history the company went through essential changes including brand. Its development was radically influenced by changes in political, social and economic state system. The company itself became a successful brand in both domestic and international markets, experienced a few rebranding periods which resulted in the way of integrated marketing communication. Theoretical part of the paper describes the theoretical foundation of the concept of rebranding from world renowned artists. The aim and the addition of the contribution, is to show real adaptation of the selected organization based on changes in the external environment. The paper describes several phases of company rebranding which are characterized by: time period, macro-background, description of company basic profile, market, brand graphic presentation and other aspects of marketing communication of B2B type typical for individual periods.

Key words:

B2B. Brand attitude. Brand identity. Corporate rebranding. Organizational change. Rebranding.

1 Introduction

Every brand represents one of the most important assets to a company. It may be represented by its name, logo and slogan, etc.¹ The trend of rebranding exercises where organizations change any or all of the brand elements may be contrarian to the thoughts on developing and maintaining brand equity.² Marketers all over the world have been long working hard to protect the brand value of their corporate brands, which represents a set of brand assets and liabilities linked to a brand, its name, and symbols, that add to or subtract from the value provided by a product or service to a firm and or that firm's customers.³ However, companies continue to use rebranding as a way of demonstrating strategic change prompted by organizational changes such as a need to reposition an organization in a marketplace, and/or extra organizational changes such as mergers and acquisitions.⁴ A revitalisation of the brand position that keeps the brand fresh and remains relevant to contemporary market conditions will meet existing and anticipated consumer needs.⁵

Corporate rebranding means changing a company name (renaming) and/or its aesthetics (redesigning). It's the practice of building anew a name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity

¹ PETERSON, M., ALSHEBIL, S., BISHOP, M.: Cognitive and emotional processing of brand logo changes. In *Journal of Product & Brand management*, 2015, Vol. 24, No. 7, p. 745.

² ROY, S., SARKAR, S.: To brand or to rebrand: Investigating the effects of rebranding on brand equity and consumer attitudes. In *Journal of Brand Management*, 2015, Vol. 22, No. 4, p. 341.

³ GRACE, P.: Corporate rebranding and the effects on consumers' attitude structure. In *International Journal of Business and Society*, 2012, Vol. 13, No. 3, p. 257.

⁴ HELEN, S.: Living the Corporate Rebrand: The Employee Perspective. In *Corporate Reputation Review*, 2012, Vol. 15, No. 3, p. 160.

⁵ MERRILEES, B., MILLER, D.: Principles of corporate rebranding. In *European Journal of Marketing*, 2008, Vol. 42, No. 5/6, p. 539.

from competitors or the creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors.⁶

Two main motivations explain such product brand name changes. First, companies want to reduce their brand portfolios which have become too unwieldy after several mergers. Second, firms aim to create global brands as their marketing policies shift from a multi-domestic to a global approach.⁷ Another important reasons for corporate rebranding include organisational mergers, managerial change with subsequent new organisational directions, marketplace shifts, response to competitive activity, updating of corporate image and change (expansion or contraction) in range of operations⁸ or change the political regime in the country. Rebranding usually consists of two stages. One, when the original name (logo) is in use and the other when the new one is. The stages have a specific order: the latter cannot happen before the first, thus, they are cumulative and represent a lifecycle. Because a new name (logo) must be created before it can be launched or evaluated, renaming and redesigning are executed during the first stage, and launching and evaluating during the second.⁹ Corporates, which implement rebranding must realize, if a corporate rebranding activity is unsuccessful, corporate brand equity established over a number of years may be diminished.¹⁰

2 Methodology

The paper presented here uses the information from a historical publication titled CHEMOSVIT – 80 years of success, which was written by Anna Diačiková, Eva Potočná and Ján Kuruc and published on the occasion of the 80-th anniversary of Chemosvit formation by Baťa company in 1934. The publication was awarded in April 2016 by Slovak syndicate of journalists as the most beautiful book and promotional material in 2015 in Slovakia. The whole productive life of the authors of the book is related to this company in which they held important managerial posts linked with technical and investment growth, strategic development, marketing and journalism. To prepare the monography the following methods were utilized:

- hundreds of structured and non-structured interviews with:
- shareholders,
- current employees of Chemosvit holding managerial and executive posts,
- citizens of Svit and neighbouring villages,
- former employees of Chemosvit, Tatrasvit and VÚCHV, (people who remember past and later times when the company was being established before World War II, live memories of the first photographer in Svit who met

⁶ JUNTUNEN, M.: Time-based modifications to process theory illustrations through a corporate rebranding case study. In *Baltic Journal of Management*, 2015, Vol. 10, No. 2, p. 224.

⁷ COLLANGE, V., BONACHE, A.: Overcoming resistance to product rebranding. In *Journal of Product & Brand management*, 2015, Vol. 24, No. 6, p. 621.

⁸ CHAD, P.: Utilising a change management perspective to examine the implementation of corporate rebranding in a non-profit SME. In *Journal of Brand Management*, 2015, Vol. 22, No. 7, p. 571.

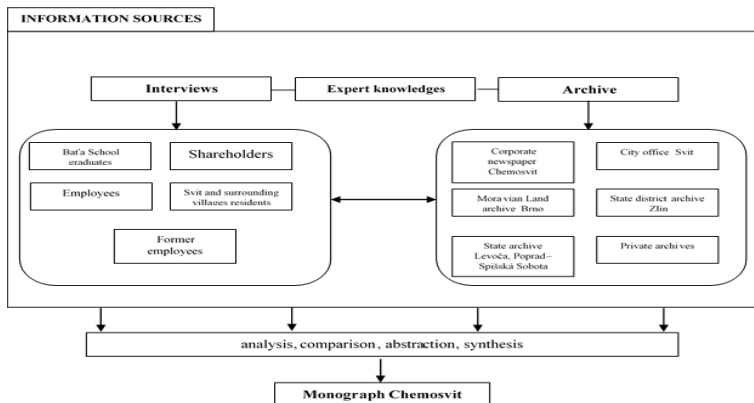
⁹ JUNTUNEN, M.: Time-based modifications to process theory illustrations through a corporate rebranding case study. In *Baltic Journal of Management*, 2015, Vol. 10, No. 2, p. 225.

¹⁰ CHAD, P.: Utilising a change management perspective to examine the implementation of corporate rebranding in a non-profit SME. In *Journal of Brand Management*, 2015, Vol. 22, No. 7, p. 573.

the founder of the company J. A. Baťa in person, and interviews with other important people of economic and political life from the first Czechoslovak republic), those who remember the division of the company to three individual subjects (Chemosvit, Tatrašvit and VÚCHV), with people who helped to build the company and the Svit town as well in the second half of the 20-th century,

- particularly valuable information was obtained by the authors from meetings and appointments with members of the association gathering the graduates of Baťa's school of work (ABS),¹¹ which was set up in 1990 and there are reunions organized every year in autumn in Svit and the graduates (from year to year in lower quantity) arrive here,
- it was very difficult to carry out scientific research in historical and contemporary documents in the archives of: Chemosvit, Municipal authority of Svit, Moravian archive in Brno, State court archive in Zlín, Klečuvka castle, State archive in Levoča, branch Poprad – Spišská Sobota and private archives,
- valuable information was found in company newspaper Chemosvit, which has been published non-stop (with a break from 1942 – 1945 due to the war) since 1939,
- experience and informative materials of the authors of this publication.

All the obtained information was analysed, critically reviewed and by means of its synthesis a plastic picture depicting past and current events was created. In a similar way information concerning the establishment and development of corporation brand, completed by own experience resulting from marketing processes management and more than 25-year observation and researching of transformation processes at micro and macro-levels in domestic country and abroad were extracted from the publication and non-published materials. The process of the monograph creation is shown in the following diagram (Fig 1)

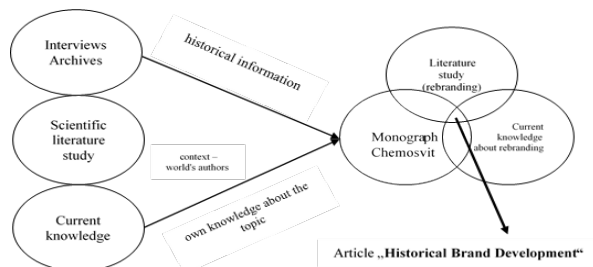


Picture 1: Process of monograph Chemosvit creation

Source: Own processing

¹¹ DIAČIKOVÁ, A., POTOČNÁ, E., KURUC, J.: *Chemosvit – 80 rokov úspešnej cesty*. Svit : Chemosvit, a.s., 2015, p. 26.

After reviewing the main source of information from the monograph Chemosvit was chosen method for creating the article, which is shown in Figure 2. Authors analysed the current scientific literature that deals with the rebranding, together with their knowledge of the issue and the subsequent synthesis of information created article Historical Brand Development in the Real Practice.



Picture 2: The process of writing the article

Source: Own processing


3 Results

Authors elaborated results obtained in Table 1 and rebranding process in the selected company is divided into different periods.

Table 1: Company brand historical development

Phase	Company name	Time period	Profile	Logo
1.	Bat'a's plants - Batizovce	1934-1936	<ul style="list-style-type: none"> · April 1934 – formation of the plant · Sept. 1934 – in Experimental station – first production of viscose fibres 	
2.	Company SVIT – Bat'a, Slovak joint-stock company	1936-1946	<ul style="list-style-type: none"> · engineering and building industry, energies production · cellophane production (1st in Europe, 2nd in the world after the USA) 	
3.	Bat'a, national company Svit	1946 - 1951	<ul style="list-style-type: none"> · after war renovation of destroyed operations 	
4.	Chemosvit, national company	1951 - 1970	<ul style="list-style-type: none"> · division of Bat'a company to 3 subjects (Chemosvit – 3,000 employees, Tatravit, VÚCHV) · development of productions: packaging films, fibres, machines 	
5.	Chemosvit, national company	1970 - 1994	<ul style="list-style-type: none"> · development of productions: packaging films, electro-films, 	

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	resp. state company		fibres, machines	
6.	Chemosvit, a.s. (joint stock company)	1994 – to present	<ul style="list-style-type: none"> · privatization · restructuring of the company, establishment of subsidiaries in two groups · development of modern productions to improve packaging and electro-films, fibres, mechanical engineering, energies and services 	

Source: Own processing

Table 2: Company brand historical development – continuation of Table 1

Phase	State/economic system	Market	Marketing communication
1.	<ul style="list-style-type: none"> · Czechoslovakia · capitalism 	Czechoslovakia	<ul style="list-style-type: none"> · Baťa products · particular activities from CSR area · business success in other companies in Czech and Slovak republic
2.	<ul style="list-style-type: none"> · Czechoslovakia/Slovak republic · capitalism, war period (World war II) 	<ul style="list-style-type: none"> · Czechoslovakia · first foreign markets Hungary, Bulgaria, Norway and in a short period the whole Europe 	<ul style="list-style-type: none"> · Baťa products · particular activities from CSR area · promotion becomes a part of trade policy · advertising posters in big cities, newspapers, magazines, trade fairs · favourite advertising slogans were printed on reverse side of postcards of Svit · in 1941 advertising department was established · PR articles even educating film
3.	<ul style="list-style-type: none"> · Czechoslovakia · nationalization (in February, 1948) · beginning of socialism creation 	<ul style="list-style-type: none"> · own country · fragments of destroyed Europe · South America and China 	<ul style="list-style-type: none"> · communication preferably focused on human resources recruitment to renew the company · shortly after the war the company employees 1,900 employees and in 1947 – 4, 665
4.	<ul style="list-style-type: none"> · Czechoslovak socialistic republic, ČSSR (1960) · socialism creation and development · planned economy 	<ul style="list-style-type: none"> · RVHP markets were preferred · strict centralization of foreign trade 	<ul style="list-style-type: none"> · trade fairs (1967 – 1970) and start of direct communication in European or overseas markets

MARKETING IDENTITY

		<ul style="list-style-type: none"> · short period of market liberalization (1967 – 1970) · market expansion to Iraq, Switzerland, Italy, Venezuela, Vietnam, Korea 	<ul style="list-style-type: none"> · later the direct communication with market was eliminated
5.	<ul style="list-style-type: none"> · ČSSR · Czech and Slovak federative republic (1990) · Slovak republic (1993) · break-up of the system of socialistic economy · in this period – European market was atomized, legislation in individual countries which were being transformed was changing quickly - Europe was going through big political changes - markets and consumer practises were changing at the same time – new international professional associations were established and the like 	<ul style="list-style-type: none"> · strict centralization of foreign trade by PZO · disintegration of RVHP markets (1991) 	<ul style="list-style-type: none"> · communication with market by means of intermediary PZO, not directly · direct communication with domestic market · after 1990 creation of own sale, own company brand marketing communication and communication of products brands
6.	<ul style="list-style-type: none"> · Slovak republic · market economy development · accession of SR to EU 1.5.2004, adoption of Euro 1.1.2009, free movement of goods and services · business environment improvement 	<ul style="list-style-type: none"> · EU countries · another European markets · North and South America · Asia 	<ul style="list-style-type: none"> · communication of corporate brand by means of B2B tools · CSR communication · Design manual (1996) – headstone of company identity to create unified visual style and communication with customers and employees

Source: Own processing

1st period – brand and integrated marketing communication

The establishment of the company (Experimental Station) in April 1934 by Baťa Zlín company from scratch with plenty of good quality water (the best composition of the water for such a production in the whole Czechoslovakia) from the Poprad river, which was vital for the planned technologies - chemical processing of wood to viscose fibres and packaging film (cellophane). Expansion of Baťa production to Slovakia was supported by a politician named Milan Hodža, the railroad from Košice to Bohumín was in operation, there was sufficient manpower and the situation was also influenced by a negative development of political situation in neighbouring Germany. All these aspects and also the business achievements of Baťa in other areas of Czechoslovakia and his well-known business concept (corporate social responsibility, CSR) with the building of the necessary infrastructure, have become

one of the first tools of marketing communications of Baťa brand especially with citizens living near Tatras but also with the whole Slovakia.

2nd period – brand and integrated marketing communication

The second period, when the society experienced turbulent development is also associated with a war period (the occupation and division of Czechoslovakia, the formation of the first Slovak Republic, World war II). In spite of this negative political period many investment-intensive projects were successfully implemented and they brought unique products to the domestic and European market. Advertising becomes a part of trade policy, tab 2. Rapid increase in sales on the domestic and foreign market is related to the foundation of the advertising department in November 1941. Since its establishment the company and later its marketing department had to fight with prejudices spread by competition and that was the reason why marketing communication of company brand (Public Relations) was - apart from products promotion - preferably aimed at their elimination:

- that products Svit are of foreign origin and come from “*element which bears a grudge against Slovak nation*“. Marketing department developed its external marketing communication on the fact that Svit in processing mostly spread domestic raw material – wood - improves and evaluates work of Slovak hands,
- the second prejudice which caused mistrust towards products from Svit was publicly accepted belief that since the products were made of wood they are only second category replacements. In 1941 they made a film in Svit titled “Improvement of Slovak wood“. The film shows the process of wood improvement from its cutting to making finished goods. The company in Svit was presented as the representative of the most valuable and the most modern improvement process because wood was improved in the highest way during production of fibres: the price of wood in the forest was 20 halers but 1 kg of viscose fibre clothes cost 120 crowns. Till then wood was seen only as fuel or building material but the film bringing the strong arguments helped to destroy this image,
- the company also faced negative information concerning harmfulness of chemical production impact on environment (what on one hand was half true but due to stricter production processes the negative impact was relatively eliminated and was not more harmful than other domestic or foreign chemical productions). At the big Danube trade-fair in 1941 either in the stall of Baťa Slovak or Czech companies where the main motive was a beautiful big butterfly made of lace of viscose fibres from Svit or consequently in national (Slovak newspaper Pravda) or foreign newspapers the topic concerning production and processing of viscose fibres was communicated based on actual level of scientific knowledge in several articles to experts and public as well.

3rd period – brand and integrated marketing communication

The third period is related to after-war renovation of destroyed operations, so traditional marketing aimed at products brand communication did not exist but company brand was strongly communicated in public, it was preferably aimed at informing former employees who left Svit in the period from November 1944 to February 1945 and went home or to safer regions of Slovakia to come back to Svit or to attract new people necessary to renew the company. After 1948 (*Vitázný Február*

– transition from democracy to totality, nationalization of private property, beginning of building socialism) marketing department was renamed to publicity one and traditional advertising passed out of existence. Its main activity was internal company advertising and political agitation by means of notice boards, posters, decorations on May, 1st. etc.

4th period – brand and integrated marketing communication

Since 1966 advertising department was responsible for participation in trade fairs. During the period of socialism there was a strict centralization of foreign trade. Within a short period from 1968 to 1970 – a short period of liberalization (*Pražská jar* – society democratization), activities aimed at own foreign trade arose, in spite of small little experience, there was a big effort to weaken an intermediary of PZO monopoly, develop own marketing and sell or purchase directly. Internal motivation was very strong, because all the intermediaries seemed to useless, they demotivated due to their disinterest in results and bring lower revenues. The above mentioned short period of market liberalization from 1967 to 1970 was related to the effort of political reform of socialistic system (*Pražská jar* 1968) and even in such a short period the company managed to **communicate company brand** and start direct communication with customers in remote developed markets in Europe (Switzerland, Italy) or in overseas countries (Venezuela, Iraq, Korea, Vietnam) especially thank to its participation in trade fairs. There was a lack of packaging films and other products made in Chemosvit and due to it the company had to follow strictly determined quotas (companies had to obey this rule concerning goods in short supply in the period of socialism). Almost all economy industries, e.g. dairy and meat industry, sweet producers, textile industry etc. negotiated together to agree on contracted quantities. So marketing was not required and needed. It was totally useless since there was absolute shortage of goods. After productions were renewed and modernized based on actual possibilities the market was divided to markets of countries associated in RVHP which absorbed everything. So the most important task of companies was to produce products following acceptable quality rules.

5th period – brand and integrated marketing communication

After 1974 foreign trade corporations (PZO) were definitely profiled (Regulation of Federal ministry of foreign trade) so both import and export were covered and arranged by PZO: Petrímex Bratislava, Technopol Bratislava and PZO Chemapol, Ligna, Kovo, Investa and Strojimport located in Prague. In the period of socialism till 1990 the company produced especially for markets of countries associated in RVHP (Council for Mutual Economic Assistance). Cooperation of countries of this economic and political association was characterized by division of specialization of member countries to particular production (specialization of product portfolio) and due to it the sale was ensured within the association. **As a matter of fact marketing did not exist**, there was a lack of high quality products, shortage of goods from western countries but even low quality products were sold during this period. It was specific for Chemosvit that they were employing all families at that time. Apart from production tasks they paid a lot of attention to working environment, social services (recreational facilities and company flats – in 1989 the company owned 542 flats, out of it 314 were located in Poprad, a 600-bed hostel providing hotel services, plant canteen, transport to/ back from work and health services (health and rehabilitation centre, Red Cross), education (Training college), development of culture, sport (sport

stadium for practising almost all sports, sauna, outdoor and indoor swimming pool, skiing lifts) and the company was looking the children of its employees, they built nursery schools and day-care centres in Svit and Poprad. In dangerous to health productions isolated hygienic dressing rooms and lunch counters were built.

Nowadays this concept is known as Corporate Social Responsibility (**CSR is considered to be a very effective marketing tool of company brand communication as of responsible employer**) and even after privatization in 1994 Chemosvit follow this tradition set up at the beginning of its history by Bat'a in 1934. At the end of the period on 28th July, 1991 RVHP ceased to exist followed by the break-up of markets of Central, South and East Europe what on one hand brought new opportunities but on the other hand threats as well. It was a very complicated and difficult period during which all stable systems having a long history were being changed both at micro and macro level.

6th period – brand and integrated marketing communication

The sixth period related to a new corporate brand communication starts on 1st April 1994 when using a method of a direct sale the state company Chemosvit was privatized and transformed to a joint stock company. A ten-year period of massive investment to new technologies and modernization of the existing ones starts. A radical change arises in 1997 when after more than 60 years the last chemical production was definitely stopped (production of cellophane) and the priority reason was protection of environment. It was closely related to **company logo rebranding** – chemical symbol was removed (chemical flask), logo was simplified and presented by the company name Chemosvit and a graphic symbol of Tatras, tab.1. Logos of subsidiaries were developed from this new logo version.

There are important quality and quantity changes in trade since the centralized sale/purchase using PZO intermediary was not a must. The company penetrates to the foreign markets at first by means of agents – often former employees of PZO. In a short time decentralized organization of sale (each commodity has its own sale) showed failures. The most fundamental reason was that the corporate brand Chemosvit was not presented in the same and unique way towards external companies and so if a client was interested in more commodities he had to negotiate with more sellers who offered different conditions even if the supplier was the same all the time. Such a situation was unsustainable. Organizational structure of sale oriented on commodities was in conflict with the concept of customer oriented company and that was the reason why the company started to utilize centralized sale and purchase for the whole group. Preferentially the company **communicated its corporate brand by tools for B2B:**

- company achieved international awards, e.g. European prize for quality for excellent products and services, International prize for a good trade name,
- from 1993 Days of Chemosvit were organized in Prague, then in Svit,
- participation in important European trade fairs, establishing of business agencies in abroad,
- special seminars for customers organized in Svit and trade fairs, embassies or foreign business agencies. Later only in Svit, this form of communication is being applied by Chemosvit in the long term,

- colour Trade newspaper, web sites, international competitions, (winning prestigious prizes including world prize), annual reports, CSR, video-film,
- by means of national customers who became a part of big multinational corporations many new trade opportunities arose in abroad.

4 Conclusion and discussion

In the paper an original procedure reviewing the development of Slovak corporate brand in the context of social, political and economic changes development during its 80 years lasting existence which mostly (4 fifths) belongs to the 20th century is described. During this relatively short period the company existed in substantially different political systems:

- from capitalism when Slovakia was especially agricultural country,
- through the war period (WWII),
- period of private property nationalization,
- constitution of development of socialism with an effort to transform it qualitatively (known as socialism with human face) in the second half of the 60-ies,
- to Velvet revolution (November 1989) which brought the end of the era of socialism in Czechoslovakia,
- its division into two independent autonomous republics,
- stormy period of transformation in the 90-ies of the 20th century, and the first decade of the 21st century bringing building and strengthening of democratic political country govern including economy, market and business environment transformation.

In the context of the above mentioned historical events also the company and its internal processes were changing. Based on actual scientific and practical knowledge in each period the company managed crisis management and management of changes, including corporate brand communication and other marketing tools communication in an excellent way, although the tools had to respond to the changes in national economy and economic situation which arose and existed for 45 years in after war Europe system (western and eastern blocks) very sensitively. Also historical view over evaluation of the company economic success brings an answer how to manage internal processes with external environment in a balanced way so that they support sustainable brand development.

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STARTUP BRANDING

Veronika Fašková

Abstract

The author of the paper focuses on the theoretical basis of brand building with a focus on building visual identity of a brand, its specific logo, naming and marketing activities. Following is a description of selected elements in the process of brand building creation of a selected subject – Startup. The aim of this paper is to find out whether it is really necessary to proceed with branding on the basis of each set of steps, or effective branding can be created without a theoretical background. On the basis of the observation and consultations with startup founders, the author describes their product branding with the focus on naming, development of a logo, and creation of a supportive "niche" product brand.

Key words:

Branding. InHiro. Logo. Naming. Startup. Visual identity.

Introduction

Brand articulates value and meaning and in that sense, also the value for the customer. One of the keys to successful brand building is to understand how to create its identity, know what a brand is and how to effectively express its identity. Brand building is a complicated process that consists of several steps, of which, for example, there's naming, and creation of a logo, but also the already mentioned creation of sophisticated corporate identity and so on. Branding also cannot do without using marketing tools with which the company can sell a given brand to not only potential customers. Also, for this reason, a startup as a young innovative company that has bears a higher risk when establishing itself on the market in developing appropriate business branding, determining the steps to be followed, and how to allocate their limited funds in the marketing area.

Branding

Building a brand is more important than ever and is an essential investment in any company's future. On the one hand, we understand the "branding" as a disciplined process focused on building knowledge and customer loyalty towards the brand. It is about seizing every opportunity to show people why to favour one brand over the other.¹ On the other hand, presently, the term refers to the method of "brand building and strengthening the brand through various marketing activities." A trademark represents the feelings and sensations that are in people's minds. When there are enough people with the same thoughts and feelings, the company has succeeded in branding. Building and brand management are complex and long processes that require systematic planning, thorough knowledge of the market, and, of course, professional marketing staff. *"Branding should also both precede and underlie any marketing effort. Branding is not push, but pull. Branding is the expression of the essential truth or value of an organization, product, or service. It is communication of characteristics, values, and attributes that clarify what this*

¹ WHEELER, A.: *Designing Brand Identity*. New Jersey : John Wiley & Sons, Inc., Hoboken, 2013, p. 6.

particular brand is and is not. A brand will help encourage someone to buy a product, and it directly supports whatever sales or marketing activities are in play".²

Branding Elements

The American Marketing Association defines brand as a name, term, sign, symbol, or design; or a combination of these factors used to identify products or services of one or more sellers, and it is distinguishing among competition on the market. In the context of marketing and increasing competitiveness, more importance is still put on the design and it has now become an integral part of brand building. A designer's role is to eliminate unworkable proposals and focus on the perspective one. It is not easy to create a simple, yet distinctive and memorable design that can represent a brand for a longer period. A skilled designer should know how to effectively communicate with symbols and characters so that the final output of the product contributes to the marketability and profitability of the company.³ The brand is built of many elements: Very important among these elements is the lived experience of the brand. Each company should create branding and positive image which can be generated with visual elements as a logo, key colors and attractive flour pallets; professional typographic, consistent style, graphic elements, or storytelling, etc.

Naming

When choosing a company name, it is important to know what is the name of the company should communicate. The name should endorse key elements of the company. The more your company's shares by its business plan, the less there is the need to explain it. The public prefers names that they understand and with which they can identify. It is therefore more acceptable to combine real words than made-up. Also, it is better to make brief name, for instance, customers need to be able to read sign company in a matter of seconds. Long names may look pretty on the marquee but they are difficult to remember. Also, we often hear that the company name should be on everything. The number one rule to this marketing tip is to be consistent what means use of the same font, color, and style is critical. Also, creating the name of your product or company is necessary to think long term. A company name and its brand should last the test of time. Consumers like consistency in companies, brands, and products. Consumers crave information about how a company started, progressed, and what the company is doing today. Teaching consumers why the company chose a particular color or name will go a long way to selling merchandise. One of another important rule is to be unique. Company should avoid using a name that is used by another company. At the very least, consumers may become confused and patronize the competition.⁴

² ARIEFF, A.: *Fairy-Tale Success: A Guide to Entrepreneurial Magic*. Ohio : Beverly West – Business & Economics, 2014, p. 117.

³ WHEELER, A.: *Designing Brand Identity*. New Jersey : John Wiley & Sons, Inc., Hoboken, 2013, p. 144-145.

⁴ *The power of a name branding your company for the future*. [online]. [2016-10-19]. Available at: <<http://http://bit.ly/2enPPGB>>.

It is also better to make a name brief, for instance, customers need to be able to read a company sign in a matter of seconds. Long names may look pretty on the marquee but they are difficult to remember. At the same time, we often hear that the company name should be on everything. The number one rule to this marketing tip is to be consistent. This means that the use of the same font, color, and style is critical. Hence, in creating name of your product or company, it is necessary to think long-term. A company name and its brand should last the test of time. Consumers like consistency in companies, brands, and products. Consumers crave information about how a company started-up, progressed, and what the company is doing today. Teaching consumers why the company chose a particular color or name will go a long way in selling merchandise.⁵ One other important rule is to be unique. Company should avoid using a name that is used by another company. At the very last, consumers may become confused and mistake you with competition.

Slogan

A slogan should be memorable and engaging. Catchy slogans can help spread the word about the company and its objectives. The slogan is a part of unified corporate identity and has the same role as all the other elements - remind, offer and sell. According Mikes and VysekaloVA it is used for creating brand awareness, good slogans can become synonymous with the products and brands they represent. The slogan should be concise, easy to remember and brief. The slogan should capture the essence of the business or product, and also set it apart from the competition.⁶

Logo

Company logo, along with the brand and name, is the most influential marketing element of a business. The logo is a visual representation of the brand, but the brand should include more than just a logo. Visual expression, no matter how professional, does not guarantee building a strong brand. The logo is an important element—like a "starter" but on the other hand, there is also a necessity to build visual position so the brand could become "bigger". The more elements you can establish are as follows: the company's basic look and feel that will mean that its variations from the scheme will not make a brand identity disintegrate. There are two basic elements in creating a company logo: The first element is its size; any logo must be in an acceptable scale. It is important for the logo to look equally well on all promotional materials. The second element is its color. The most economical solution is a combination of two colors and their shades.⁷ By creating a logo, company needs to try creating visual appeal. Top considerations include the location, target market, and merchandise products carried.

⁵ Ibidem.

⁶ VYSEKALOVÁ, J., MIKEŠ, J.: *Image a firemní identita*. Praha : Grada Publishing a.s., 2009, p. 56.

⁷ ROGERSON, A.: *Successfully start your business*. Carmichael : Rogerson Business Services, 2011, p. 100-101.

Typography

Typography is a kind of the cornerstone and the nature of visual elements. There are two things together with placing which remain after a logo, color, slogan, photographs removal. An organization can design its own fonts, customize existing or deploy and dominate by a particular typeface. A font should be lovely, useful and well-designed.

Colors

Corporate colors become company message carriers. When selecting appropriate colors, keep the personality of the company in mind. Dynamic, powerful, and aggressive personalities can use the help of simple colors (red, blue, green, yellow, etc.) in underlining these qualities. For companies with more reserved personalities, sophisticated colors (Maroon, mauve, etc.) are suitable.⁸

Brand promotion

As mentioned before, promotion is crucial in brand building. Based on Marketing theory, marketing communication, we can be described, as according to Wood, like "one of the marketing mix and is responsible for placing the product on the target market. It is a planned and integrated communications activity in which organizations communicate with target groups.⁹ The brand is essential in distinguishing own production from competitors. Therefore, it is important to continuously monitor how the brand is perceived and what attributes are associated with it. And where necessary, take the steps (PR, promotion, advertising, online marketing, etc.) leading to the correction and increase in brand awareness in a desired manner. It is difficult to build a new brand without properly selected promotions. Proper marketing communication is necessary not only in making a breakthrough in the market, but of course, it is also crucial in other stages of a product development. Planning and implementation of a wide variety of marketing activities designed for a product launch. It is necessary to invent a name, logo, slogan, and other elements (mentioned above) that altogether form a complete picture of the brand and promote its values and positioning. A careful choice of elements can, indeed, contribute to brand building, but a customer forms the main image of the brand based on its marketing activities. These relate to marketing mix tools designed to create positive and unique customer associations.

Case study - startup InHiro

InHiro is a Slovak startup that won Startup Awards in 2013, and was created by Lucia Kubinska, Andrej Baran and Michal Truban from the WebSupport company. The product of InHiro is a simple online HR software—recruiting tool—that allows fast-growing companies and recruiting professionals manage everything from job

⁸ MOSER, M.: *United We Brand: How to Create a Cohesive Brand That's Seen, Heard, and Remembered*. Boston : Harvard Business Press, 2013, p. 97-98.

⁹ WOOD, G.: *CIM Revision Cards. Marketing Communications*. Burlington : Elsevier Butterworth Heinemann, 2006, p. 1.

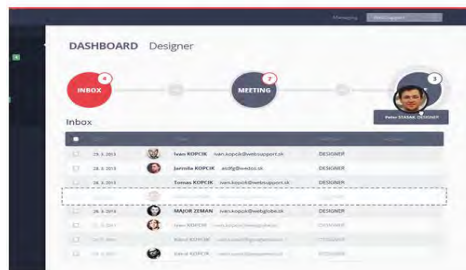
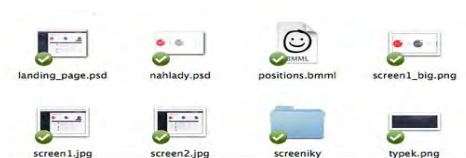
descriptions to final proposals in a single tool. InHiro also makes it easy to create and publish job openings. InHiro automatically builds beautifully designed job ads to use and share after job position specification. In general, it is not easy for startups to become a strong and well-known brand when beginning in a market, especially with almost no budget for marketing communication. As every company, InHiro started to build their brand with a logo and proper naming of the tool.

Naming

In the early beginnings, the InHiro product was simply called an “HR Tool” and later, when it all got a bit more serious, InHiro team decided to give their tool a proper name. A team of about 5 people began brainstorming, combining and coming up with ideas. They didn't have any clear idea about the name. They found a game in their office called “TIK TAK BUM” where you have to combine different syllables to create new words. This is how the name ‘InHiro’ was created. The name combines the words hire and hero which, on one hand, connect hiring with the product description—a recruitment tool that helps recruiters find and hire proper candidates and heroes, on the other hand, refer themselves to recruiters. The name is also international, that’s why it works perfectly for a product intended for international markets. As the InHiro team said, also the domains were still available and it lead them make the final decision to give the product the name InHiro. Later on, they come up with a **slogan** “Helping companies find heroes” which is linked to the naming of the startup InHiro. The slogan is simple and captures the essence of the company and its product.

Logo creation

Logo creation is very simple in this case. The designer of InHiro startup brought a idea of a logo based on older drafts and screenshots of ‘HR Tool’ (picture below). She combined 2 visual elements, specifically the symbol and font.



Picture 1: Dashboard view
Source: Internal materials

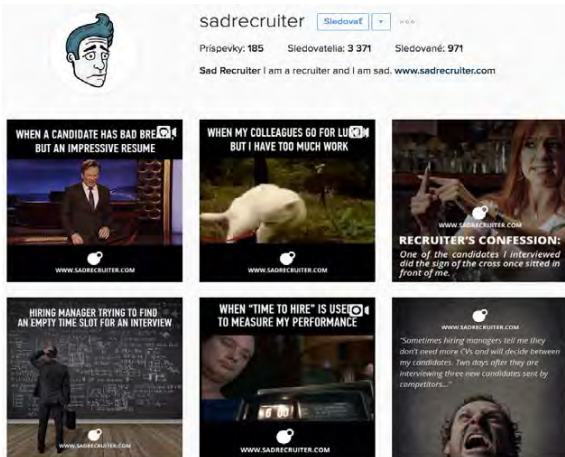
The designer liked shapes and crossing circles and based on this, drew a “magnifier” instead of “O”, which also represents a searching tool in the online sphere, and picked basic **typography** of already existing font Brandon Grotesque for “INHIR” (picture bellow). The logo has no other **color variations**. They use only black color which is easy to combine with other colors for instance on their website or on another promotional items.



Picture 2: Logo InHiro
Source: Internal materials

Sadrecruiter concept

In recent years, the role of traditional media has changed and the Internet and all forms of promotion it offers, at the forefront. Internet creates opportunities for small businesses and startups that have limited, or no financial means. Nowadays, lower budget no longer means low efficiency, but a thoughtful approach. In the online sector, it is important to build trust and communicate with customers in own language. To communicate and build a brand, personal emailing or discounts are no longer enough, it is important to come up with creative ideas to reach a given target group. In this case, in the market where InHiro operates, there are a lot of recruiter tools. The startup came with the idea to create a SadRecruiter brand on the Instagram platform. It is linked to the InHiro website with a goal to become more known. The idea was to increase awareness with interesting content and the Sadrecruiter which could create a specific fun platform for HR people. The Sadrecruiter works on a 9GAG principle: It shares posts (gifs, videos, pictures) that follow the life of HR recruiters who can identify themselves with it (the picture bellow).



Picture 3: Sadrecruiter Instagram account
Source: *Instagram account*. [online]. [2016-10-19]. Available at: <www.instagram.com/sadrecruiter/>.

Sadrecruiter account on Instagram got famous really fast and the startup could see it in increasing numbers of followers and “picture likes.” Sadrecruiter also gave the startup a unique content for their blog posts. As we can see in the statistics from Google Analytics below, the blog “60 reasons why recruiters are sad” got the most sessions and largely increased the number of new visitors up to 86,5%.



Picture 4: Sadrecruiter's blog data

Source: Internal materials

The total number of sessions was 33 154 and the most viewed blog was on 8th of November - exactly 3431 views. Also, it was InHiro's most sharable blog with 17,5k shares in total. Specifically 10k shares via Facebook, 1,7k shares via LinkedIn, and another via different social media platforms. The blog also got a lot of positive comments which confirm my statement that the Sad recruiter idea was very clever. To boost the concept of the Sadrecruiter, InHiro also brought a pop-up window where it said the slogan: “Make your recruiter’s life happier with InHiro – simple recruiting tool” at the end of the blog. Using this Call-To-Action button, they used the blog not only to get more visible but also to get more leads.

Conclusion

In my opinion, with these two brands, the InHiro startup can represent itself on one hand as a cool, young company, that understands their customers needs and issues (Sadrecruiter) but also as the real InHiro which still gives customers the feeling of responsibility to offer them the right solution—a recruiting tool. As it is still a startup focusing on IT sphere and HR, I would also say that the InHiro has a good start in branding focusing on branding theory. Yet, to conclude this article, I would also say that it is not always important to follow each rule of branding, sometimes the simplest ideas are the best.

Acknowledgement: The paper is a part of research project FPPV - 11- 2016 named: Advertiser behavior of the banking sector on media market focusing on television.

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BUILDING NEW BRAND IN HIGHLY COMPETITIVE ENVIRONMENT

Jana Galera Matúšová – Jozef Matúš

Abstract

The paper deals with the brands from the perspective of their market launch. Using a concrete example of a new Czech brand, the paper describes its launching strategy, from defining brand attributes, through proposal of the target group up to the sole communication strategy. At the same time, it provides an analytical view on the knowledge of the examined brand after the implementation of the selected strategy.

Key words:

Advertising. Brand. Brand building. Communication. Competitive environment. Market. Strategy.

“A brand is what you are left behind after your factory has burnt down.” This is a famous quotation by D. Ogilvy, which can best illustrate the core and value of the term brand. Each one is specific and the aim and endeavour of marketers is to create such a brand that will be of high value and the very name of the brand will represent the whole category for consumers.

People use brands as shortcuts by the decision-making process related to purchasing. The definition of the brand is its simplicity. Understanding what a brand represents should be easy enough. When you enter a supermarket, you are not looking for a saturated drink of caramel colour. You are looking for a well-known red and white can or bottle of Coca Cola. Similarly, you do not ask your children if they want to watch an educational poppet TV programme on numbers and letters. You ask them if they want to watch Sesame Street. And at the chemists' you do not look for a painkiller to stop your headache that is easily swallowed, removes pain and does not include aspirin. You simply look for Panadol.¹In the case of global brands, it is important to perceive and evaluate also so called „country of origin“ effect. This concept may have either positive or negative effect on perception of global brand. If the American brand strongly evokes the "American values", its consumers might evaluate the brand in one country in the positive context, but in a different country as negative one.²

During its life-cycle, a brand passes through different stages. We distinguish four basic life-cycles of a brand and these are introduction stage, growth stage, maturity stage and decline stage. In our paper we will deal with the first stage. In this case, it is necessary to take into account that in this moment nobody in the market knows the name of the brand and thus it has a zero market share. Obviously, this brings certain reputation risks – customers rarely trust the brand that they have never heard about before. In the stage of brand introduction, there comes not only to the creation of its integrated communication strategy, but mainly definition of its target audience, on which the new brand will be focused, whereas these groups can be totally specific –

¹ ADAMSON, A. P.: *Jednoducho značka*. Bratislava : Eastone Books, 2011, p. 43.

² IHNÁTOVÁ, Z., REŽŇÁKOVÁ, E.: Vybrané aspekty pôsobenia globálnej značky. In *Global Media Journal*, 2016, Vol. 4, No. 1, p. 67.

for instance a brand focused only on university students or in the case of a regional brand, it can be focused only on a specific region. On the other side it may be a widely set group, which is called mass target group in the expertly sphere. It is followed by setting the integrated communication strategy. In this respect, the strongest emphasis is put on building brand awareness. At the same time, it is also vital how fierce competition has been operating in the market. If there is a completely unique brand with an original product portfolio entering the market, then it can faster get a footing in the market than a brand that comes in the position of number two, three etc. Below we will discuss the launch of a virtual mobile operator LAMA mobile into the Czech market in 2013.

1 View on the market

LAMA mobile launched the market at the end of 2013. In the Czech Republic, there were three main operators functioning in the market – T Mobile, O2 and Vodafone, with divided market shares. Nevertheless, they were not perceived positively, on the other hand there was no willingness of people to change their operators. Similarly as in case of banking sector, people associated it with administrative difficulties. On the other side, shortly before the market launch of LAMA mobile, there began a price war among the operators, when it came to significant decreases of prices by O2, which the competition naturally had to reflect immediately. Another negative aspect was the period, when LAMA mobile decided to launch the market – it was time before Christmas, when advertising expenditures of national operators are at their maximum and each of them comes with a special Christmas offer.

2 Brand and its attributes

When building a new brand, the first step is defining its attributes. In case of LAMA mobile following benefits were involved:

Fair prices

By other operators, paying for one second of its service is of the same price, thus it does not matter if you buy one or one hundred of them. However, LAMA mobile provides its customers with cheaper timing, in case they buy more. To put it simply, the more you call, the less you pay.

Second-based charging

Other operators charge their services after minutes, some of them after seconds, however starting only after the first minute. LAMA mobile charges their services (phone calls) after seconds, including from the very first one.

No commitments

Other operators try to bind customers to them by a long-time contract, for which they give them only a small benefit in the form of a mobile phone or a slightly lower price. However, LAMA mobile knows that many people do not know what may happen in several years' times and so it may happen that they will not be able to

accomplish their commitments. LAMA mobile has no commitment involved, which means that a customer may leave it anytime and is not committed to anything.

No payments

Operators charge a number of different payments, for instance even for the fact that a new customer comes to them. Therefore, LAMA mobile has no entrance payments.

You do not have to go anywhere

Other operators force their customers to visit one of the branches in case they need to carry out anything, e.g. to change the operator. At LAMA mobile, customers can sort out everything online.

Without unnecessary administration

It is possible to make a contract over the phone or through the Internet and LAMA mobile will deliver a copy of it home to its customers by a courier.

Solely Czech company

LAMA mobile has only Czech owners; there are no multinational groups behind it.

LAMA mobile has defined for itself what should distinguish it from the competition (apart from the attributes mentioned above). Namely, following is meant:

- It has unique products/tariffs.
- It does not bother its customers by unnecessary administration and paperwork.
- It does not lie through the price, but it tries to save maximum finances of its customers (genuine second-based charging).
- It is convenient in relation to its services and documents (invoices, contracts, etc.).
- It is fair – without hidden payments, tricks and explanations below the line.

3 Analysis of the target audience

At any new brand it is necessary to define the target audience; it means to set those for whom the products or services of a given brand will be determined to and who will be addressed within the communication.

The basic definition of the target audience of the group LAMA mobile was as follows:

- *Primary target audience*

30+

Nett monthly income of an individual over 15.000 CZK

Small and middle-sized towns

CDE

Primary and secondary education

- *Secondary target audience*

SoHo and smaller SME clients (small self-employed, operators of gastronomic facilities...)

However, in the launch campaign LAMA mobile counted with the targeting of only primary target audience. It was necessary to closer characterize it, so that it was really clear, who the message of LAMA mobile is communicated to. Within the tender, the agency Leo Burnett provided following insight on the given target group:

- Ordinary people who mind the price, look for advantageous offers, live outside big cities, spend a lot of time with their families.
- Casual teachers from the primary schools in Bruntál and Slané.
- Blue and white collars from regional towns.
- Older working pensioners.
- Those who currently either use pre-paid cards or have a lower from the fixed payment tariffs of some from traditional mobile operators.
- With the arrival of virtual operators they will probably consider if they can save money with a change (over the last years they have probably similarly changed their distributors of energies and a bank, as well).
- People sensitive to prices.

4 Basic strategy of communication

When defining the target of the communication, it is necessary to have set parameters to following points:

- What a customer should know – firstly they should take notice of the fact that there is LAMA mobile with an appealing offer on the market.
- What they should feel – LAMA mobile is a credible company, which is human and does not try to make me to take a long-time subscription to it.
- How they should behave – first of all, in order to get more information they should have a look at the website of LAMA mobile next they should order its services.

In case of a new brand, it is important to define it in the most distinctive way in relation to its existing competitors. Primarily in the case when a brand enters into a strongly saturated market. In other words it enters a market where there already exists fierce competition. In such a case it can be distinguished by four ways:

The first one is to bring along a unique product into the market, which would automatically provide the company with a spontaneous PR communication and customers would search it on their own. In current conditions it is hardly possible any more to find anything that has not been discovered yet.

The second possibility is to provide unique benefits of the given brand. LAMA mobile has brought such a benefit – the more you call, the less you pay. However, in this context it is somewhat problematic that each such benefit is easily to be copied and thus it does not have to stay unique for the brand for a long time.

The third way is to be distinguished within distributional channels. In other words, to make customer easier the contact with the new brand and to simplify the so-called customer channel, so that the product comes directly to them and in the fastest possible way. Although LAMA mobile was rather simple in this way – it was sufficient

to make a contract online using the website or by phone using the call centre, however gradually more companies on the market began to use these distributional channels.

The fourth option is to be different in relation to the communication. And that is not only by looking for new media carriers and thus new forms of communication, but also by the sole depiction of the advertising message and by creating a strong brand. It may be slightly polarising, in order to attract attention. Thus, according to the agency Leo Burnett LAMA mobile needed a strong brand story (within the tender) that would create affections that could be identified with. The very offer of the new operator would be in that case only in the level of "reason to believe" brand values, it could be changed in the course of time and there should be more arguments. The largest benefit of the brand—the more you call, the less you pay, was proposed by the advertising agency to be used only as one of the arguments why to trust the new brand, but not as a central point of the long-term communication of LAMA mobile.

Thus, communication proposition suggested by the advertising agency Leo Burnett was as follows:

- The first operator that means is really well to you.
- All operators have been robbing you. They come with cheaper prices only if there is no other option.
- They look for trick show to get more money from their customers. They do not want people to know about LAMA mobile. Unlike others, LAMA mobile means is really well to the people.
- Thus the strategy of a challenge mission: „All of them are BAD OPERATORS, we are fair and we want to change this market.“

In addition, a great advantage of the brand LAMA mobile was its very name and its association with an animal – llama. Namely, it arouses sympathy, emphasizes the ability of the brand to be easily remembered and it can also be distinguished from other operators or other brands in the market.

In relation to the target group, media strategy was set primarily on the TV and the internet as media whose combination would achieve the best reach:

- Building brand awareness of LAMA mobile – media with high reach in the target group – TV, internet.
- Introducing advantages and benefits of LAMA mobile – credible media, thus those with which the target groups spend longer time and therefore have the opportunity to pay more time to the given information – the press, the internet.
- Building awareness and reminding focused on those who actively look for information of this type – the internet.

Media mix was set as follows:

- Television – TV spots, combination of 30-second and 10-second spots. TV stations Prima and Nova.
- The press – premium placements (fourth page). Supplements of dailies, TV magazines.
- The Internet – display advertising (classical banners), video banners, branding of sites. Video sites, mass sites, news-providing portals.

5 Evaluation of the campaign

After the end of the advertising campaign and all the related activities, LAMA mobile commissioned its evaluation in the form of research regarding the brand awareness. It was carried out by LAMA mobile in March 2014 in cooperation with a research agency Constant Research on the sample of 500 respondents. It was a qualitative research by the method CAWI (computer assisted web interviewing) – a qualitative online questionnaire on the general internet population in the age of 15 – 65, which copied the structure of citizens in the Czech Republic. Within the research there was examined spontaneous and supported awareness of the brand LAMA mobile and awareness of the advertising of mobile operators.

The first question dealt with spontaneous awareness not only of virtual, but also of traditional operators. As the term virtual operator was not known very well at that time and it was an online questionnaire, the question included the definition of the term virtual operator. Naturally, respondents mostly named three dominant players on the market – O2, T Mobile and Vodafone. Exceptionally it happened that by Vodafone or Telefónica O2 they mentioned their older names Oskar and Eurotel. At spontaneous awareness, the company LAMA mobile occupied the sixth position; it was by 25 percent of respondents. Out of virtual operators, better positions were taken only by Tesco Mobile and Blesk Mobil however these two operators had been active on the market for a longer time.

The second question led to the awareness of any advertisements of a mobile operator, which were noticed by respondents over the last six months. Respondents had at disposal a list of 52 operators that were currently active on the Czech market. The company LAMA mobile took again the sixth position with 45 percent. The third question dealt with the support awareness of the brand. LAMA mobile ended up on the seventh position out of 52 mobile operators. Supported awareness of the brand was 54 per cent after having operated nearly half a year on the market.

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THE IMPORTANCE OF TRADEMARKS AND GOODWILL

Anna Harumová

Abstract

At present, more and more enterprises and other organizations are aware that one of their most valuable asset is the reputation and brand that is associated with their products or services. Their importance is still gaining in importance. In nowadays world that is increasingly complicated, businesses and individuals are standing in front of a large selection and it seems they have less and less time to choose wisely. The ability of a strong brand is to simplify the decision-making to a customer, to reduce a risk and to create expectations. They are therefore invaluable. Creating of strong brands that deliver that promise and also maintaining and developing their strength over time is therefore a kind of managers goal. It could be said that the basis of a success in business is a good sign, because not in vain it is said that "a good brand sells itself." For the greatest success of branding can therefore be considered when the brands name is so strong that it ceases to be a brand and becomes literally a lifestyle.

Key words:

Branding. Brand name. Goodwill. Trademarks. Valuation. Withdrawable resources.

Introduction

Marketing is defined as a social and managerial process by which individuals and groups satisfy their needs and wants in the production process and product changes or other values.¹ Marketing management includes not only the management of marketing activities of the company, but includes all activities that are managed so that their main goal is customer satisfaction for the use of market opportunities.² Marketing strategies can be defined as the process by which the company transforms its objectives and business strategy to market activities.³ Their result is the increase the efficiency and profitability of businesses. The most commonly used measures of objective to assess the effectiveness, efficiency and solvency of business entities are the financial indicators calculated from data presented in the financial statements.⁴ The basic starting point for measuring performance of the company is defining the objectives. In terms of financial perspective, these objectives are focused on the financial success of corporate strategy.⁵

The marketing mix can be characterized as a combination of conscious marketing techniques to achieve optimal strategy (of a long-term exposure) and tactics (short-term measures). The main attention of marketing, which should solve the problems of the future, therefore focuses on corporate strategy. The marketing mix includes

¹ KOTLER, P., ARMSTRONG, G.: *Marketing*. Praha : Grada Publishing a.s., 2004, p. 30.

² FORET, M., PROCHÁZKA, P., UBÁNEK, T.: *Marketing - základy a principy*. Brno : Computer Press, a.s., 2005, p. 19.

³ MEDVEĎ, J., KOVÁČOVÁ, Z.: *Finančný a bankový marketing*. Bratislava : Sprint - vydavateľská, filmová a reklamná agentúra, 2003, p. 63.

⁴ HYRÁNEK, E., GRELL, M., NAGY, L.: *Nové trendy merania výkonnosti podniku pre potreby finančných rozhodnutí*. Bratislava : Vydavateľstvo Ekonóm, 2014, p. 7.

⁵ HYRÁNEK, E., GRELL, M.: *Nové súvislosti v metodike Balanced scorecard*. In *Výsledky riešenia končiacich grantových úloh VEGA 1/0261/10, 1/0872/09, 1/0384/10, 1/0415/10. Zborník vedeckých statí*. Bratislava : Vydavateľstvo Ekonóm, 2011, p. 12-16.

four main tools of marketing (product, price, promotion, distribution) which serve to implement long and short term goals of the company. Not a small role in this process is played by the brand names, trademarks and goodwill (goodwill). In everyday life we meet with a number of products and services. For their better mutual resolution of these products and services are provided with readily recognizable brands or registered trademarks. Unlike the trademarks, brand name is not registered and therefore does not enjoy the legal protection of the mark. In the event of imitation or abuse, the owner of the brand is not legally protected. A registered brand name is a trademark. Under the term brand name it is understood: name, term, labeling, design, or a combination of those terms which serve to identify the product or services and to distinguish it from the competition. The brand is thus such a type of product that supplies products and services to other dimensions that distinguish them from other products designed to meet the same needs. What distinguishes the brand product from unbranded product and what gives it value is the total sum of the feelings of the customer, which is associated with the feature of the product, its function, not least with a company that offers the product.⁶

Brand value from the customer point of view increases when the consumer has high brand awareness, knows her well and in his mind he has a favorable and unique associations connected with the brand. In some cases, the very awareness of the consumer, is sufficient to call the more favorable reaction. E.g. decision-making in situations with low exposure, where consumers are willing to choose them according to previously known brands. An equally important role to play in this process is the company's reputation (goodwill). There can't be a highly worthwhile brand that is associated with the wrong name of the company. Goodwill is the most important component of intangible assets. Creating a goodwill usually takes a very long time but same as a brand name constitute a very important company values. It could be expressed by the words of John Stuart, former president of the company Quaker Oats Ltd.: „Should the company be split, I'd rather take the brand, trademarks and goodwill of the company and you could keep all other material things - I'd hit better than you.“⁷

1 Important aspects of the brand value and trademark

Brand, or different types of signs were used since ancient Egypt or ancient Antique times for a variety of reasons. We can mention here for example marking of ceramics or in the slavery society – branding of the slaves. Brands had various functions, such as: distinguishing, reporting, control and the like. Amphorae were branded by wine producers, producers of oil or fish sauce. Signs on the amphoras according to Roman law provided to protection before misuse and even the right to compensation.⁸ In feudal society it was the name signs, coats of arms which have been used to describe almost all property of the name. Gradually, small artisans and merchants began to use labels and over time, characters and guilds were created and later on a separate labeling of their products was a matter of course because of the differentiation in the

⁶ KELLER, K.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 38.

⁷ CHERNATONY, D. L.: *Značka: od vize k vyšším ziskům*. Brno : Computer Press, 2009, p. 7.

⁸ KYLIÁNOVÁ, D. et al.: *Hodnota značky a jej podiel na nehmotnom majetku podniku*. Banská Bystrica : Úrad priemyselného vlastníctva SR, 2010, p. 14.

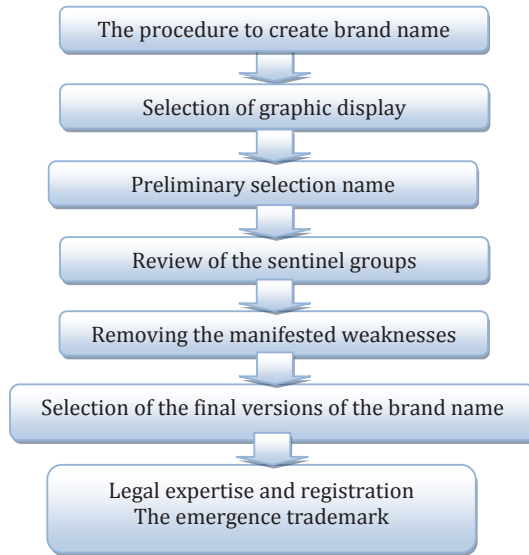
market. Trade mark rights (using the brand) is part of the intellectual property. Intellectual property can be characterized as the exclusive right of the owner (co-owners) legally defined or defined subjects within the law to protect these use and dispose with them independently from other entities entitled.⁹

Brand does not happen immediately successful. Successful brands must be created and constantly renewed. Among the basic elements of the process of building a successful brand can be included: strategy formulation on the basis of knowledge of what is a unique brand feature. An effective brand strategy is based on a thorough examination of the unique characteristic of destination the brand, her DNA ", which is shaping as the company customers will look and how the company brand meet their needs. But do not forget that the brand is only one element of the overall communication activities and should therefore be brand strategy reflects the overall corporate strategy.¹⁰ The process of strategic brand management begins with a clear understanding of what the brand has to represent, and what should be the position with regard to competition. Kotler defines the brand positioning, as the decision on the planned offer and image of the company as to occupy a clear and valuable place in the minds of target consumers. The aim is therefore to place the brand in the minds of every consumer to maximize the potential benefits of the company. Competitive the brand positioning is to convince customers of the benefits of the brand over the competition and at the same time reduce their interest in potential disadvantages. Positioning often clearly detail the adequate brand value and their mantra. Core brand values are consisting of a constellation of abstract associations (features and benefits) that characterizes the brand. To clarify what the brand represents the brand mantra definition will help, or otherwise essence and the brand promise.¹¹ Mantra of the brand is made up of a short term of three to five words that reflect the most important aspects of the brand and its core values. It can therefore be seen as a lasting DNA of the brand. These are the core values and traits perceived by the customers. Core brand values and mantra are therefore her heart. An important element of the trademark is a graphic symbol that allows you to better recognize the brand name. The importance of a graphic symbol is so great that in many cases the actual graphic symbol postpones the word sign up to second place, or it is displaced completely.

⁹ Ibidem, p. 15.

¹⁰ TAJTÁKOVÁ, M. et al.: *Imidž slovenských produktov v prostredí európskeho trhu*. Bratislava : Vydavateľstvo Ekonóm, 2007, p. 35.

¹¹ KELLER, K.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 73.



Picture 1: The procedure to create brand name and trademark

Source: Own processing

The procedure to create brand name and its testing phase generally includes: pre-selection of the name (which may be an existing word or newly created word); choice of graphics, fonts, design and the total composition of the brand; preliminary expert evaluation; trademark shall be examined in sentinel groups – verifies its associativeness and the possibility of total the brand adoption; elimination of manifested weaknesses and choice of the final versions of the trade mark; Legal expertise and registration of trademark by the relevant trade-mark law in the national register in the Register of Community or international register. The trademark is the oldest institutes of industrial property. The importance of the trademark in a market economy is to protect the competitive position of the trademark owner and also in creating optimal conditions for market penetration and remaining on the market.¹² Increasing of the brand value is reflected in the increase of sales of the company that owns it (ie. Use).

2 Determining the value of the trademark

The beginnings of brand valuation are recorded in the late 80s of the 20th century. Valuation of brands is brand new evolving direction in Slovakia. With the beginning of changes in the market economy the view on the brands prize has changed. As the brand is an intangible asset it was believed that everything that exceeds the value of tangible assets was known as goodwill. In order to transform a brand name into the

¹² DOBIŠOVÁ, M.: Ochranná známka a jej význam pri podnikaní. In *Medzinárodné vedecké dni '99: Ekonomika poľnohospodárstva na prahu tretieho tisícročia: I. sekcia: Manažment a marketing. Zborník vedeckých prác.* Nitra : SPU, 1999, p. 15.

trademark, it is necessary to register it, but also to have it properly valued. To correctly evaluate the trademark it is a very complex process and it is good to use several valuation techniques to keep the valuation as accurate as possible. Among the basic roles of expert witnesses include valuation of the property.¹³ Currently, there are various reasons why to determine the value of the mark as one of the intangible assets. Same as other assets of the company also the value of the brand, which the company acquired by the purchase, can be written off as any other property. Depreciation for tax purposes are in general the most significant expenditures for acquisition, maintenance and securing of income taxpayers.¹⁴ On average, however, in practice, expenditure on branding are not capitalized and remain in costs, which will reduce the value of the company. Intangible assets generated internally, with exception to software and development costs it is not activated.

Procedure for determining the value of intangible assets in the Slovak Republic is in the legislative provisions.¹⁵ According to this regulation, the general value of intangible results of research and similar activities, universal values of valuable rights is provided by:

- a) *license analogy method* in the case of licenses, patents, trademarks and other marketable components of intangible assets, or
- b) *the capitalization method* of withdrawable resources.

The basis is to determine the length of time in years in which the intangible asset will be used; calculation of the amount of withdrawable resources; that are created by using the valuation of intangible assets; determination of the contribution which falls on the valuation of intangible assets of the company from generated withdrawable resources. The general value of intangible assets of the company ($V\check{S}H_{NIM}$) is calculated as follows:

$$V\check{S}H_{NIM} = SH_{OZ} * P_{NIM}$$

$V\check{S}H_{NIM}$ – The market value of the intangible assets of the company,

$$SH_{OZ} = \sum_{t=1}^n \frac{OZ_t}{(1+i)^t}$$

Where:

- n - the number of years of use know-how,
- SH_{OZ} - current value of future accessible sources as of date of creation of expert statement
- P_{NIM} - percentage, which ranked just know-how involved in the formation of future obtainable by the withdrawable resources; the calculation is populated with in decimal form.
- i - capitalization rates in percentage, which is populated with the calculation in decimal form.

¹³ HARUMOVÁ, A.: Možnosti uplatnenia metódy EVA pri ohodnocovaní pohľadávok. In *Ekonomický časopis*, 2003, Vol. 51, No. 4, p. 465.

¹⁴ ĐURINOVÁ, I.: The Depreciation policy in the context of income tax in Slovakia in terms of businesses. In *10th International Scientific Conference Financial management of Firms and Financial Institutions, Proceedings (Part I)*. Ostrava : VŠB – TU of Ostrava, 2015, p. 241.

¹⁵ *Vyhľadška 492/2004 Z. z. o stanovení všeobecnej hodnoty majetku v znení neskorších predpisov.*

To calculate the rate capitalization it is appropriate to use model WACC:

$$i = (1 - d) \cdot N_{PK} \cdot \frac{PK}{CK} + N_{VK} \cdot \frac{VK}{CK}$$

Where:

i – is calculated as a percentage of capitalization rate, reflecting the level of risk,

d – tax rate as a percentage,

N_{PK} – costs associated with the use of borrowed capital, t. j. interest paid to creditors

PK – the volume of borrowed capital,

N_{VK} – The cost of equity capital, t. j. expected share of the profits for deposit into an enterprise,

VK – The volume of equity,

CK – Total capital ($VK + PK$).

To calculate the cost of equity capital (VK) and the coefficient "beta" is used

$$CAPM.r_e = r_f + \beta_Z * (r_m - r_f)$$

Where:

r_e - the rate of return of equity,

r_f - the risk-free interest rate, determined by the average return of state bonds with the longest maturity on the date of evaluation,

$(r_m - r_f)$ - market risk premium

Calculating the "Beta" is based on two steps:

1. Step:

$$\beta_N = \frac{\beta_S}{(1 + (1 - d) * \frac{CK_0}{VK_0})}$$

2. Step:

$$\beta_Z = \beta_N * (1 + (1 - d) * \frac{CK_1}{VK_1})$$

Where:

β_S - the sectoral factor beta (beta coefficient for the sector in which the company is active),

β_Z - sector „Beta“ including the impact of capital structure, ie indebtedness Company,

β_N - systematic market risk without affecting capital structure, not indebted company,

CK_0 - foreign capital in the period 0 (an interest bearing and interest-bearing),

VK_0 - equity in the period 0.

In practice, the use of multiple approaches to valuation of trademarks are used. The basic method used to establish the value trademark are:

- *Comparative methods* - evaluation trademark by comparing with other trademarks,

- *Costing methods* - evaluation trademark on the basis of costs incurred for the creation and writing,
- *Yield method* - evaluation trademark on the basis of its future revenues.
- Yield method is most commonly used in practice. The basic earning methods include the profit rate, residual yield method, the method of the expected loss of revenue and license analogy method.¹⁶

To evaluate trademark license using the method of analogy is used formula:

$$\text{The value trademark} = RV \cdot LP \cdot KZ \cdot PM \cdot KMK$$

RV – the scale of production (sales), annual

LP – license fee (a fee may be determined in various ways, either as a percentage of income,

percentage of sales, combination of those two, for example. 20 to 40% of profits),

KZ – coefficient obsolete or evaluation of the trademark,

PM – the proportion of intangible assets on the production - the share of manufactured branded products,

KMK – coefficient of capitalization rate (or the rate of the discount rate).

We expect that over the next 10 years, the company will achieve sales of 8 million EUR, with annual growth of 2%, the license fee is on the average level of 1% of sales, trademark protects 100% of production, with a coefficient of evaluation in this case is not considered. The capitalization rate, taking into account the risk is at 9%. The value of trade marks will be provided by assuming a 5-year life of and a 10-year life.

Table 1: The calculation of the value trademark

Year	RV	LP	PM	Source	Coefficient Capitalization rate	Value obtainable by sources	Value trademark
201x	8 000 000	80 000	100	80 000	0,9174	73392	
201x+1	8 160 000	81 600	100	81 600	0,8417	68683	
201x+2	8 323 200	83 232	100	83 232	0,7722	64272	
201x+3	8 489 664	84 897	100	84 897	0,7084	60141	
201x+4	8 659 457	86 595	100	86 595	0,6499	56278	322 766
201x+5	8 832 646	88 326	100	88 326	0,5963	52669	
201x+6	9 009 299	90 093	100	90 093	0,5470	49281	
201x+7	9 189 485	91 895	100	91 895	0,5018	46113	
201x+8	9 373 275	93 733	100	93 733	0,4604	43155	
201x+9	9 560 741	95 607	100	95 607	0,4224	40384	
10th year	Value trademark						554 368

Source: Own processing

¹⁶ MALÝ, J.: *Obchod nehmotnými statky. Patenty, vynálezy, know-how, ochranné známky*. Praha : C.H.Beck, 2002, p. 133-134.

Value of a trademark calculated using the trademark license analogy assuming its use for five years is € 322,766 and for the 10-year lifetime is € 554,368. The literature may also be encountered with newer methods of valuation mark. For the most accurate valuation, the valuation have to deal with financial part as well as the marketing point of view. Such an option of pricing is offered by more models, which we call composite. Such and other new methods include the method Interbrand, the value-added mark (BVA™) method,, EquiTrend "Marketing rating - Ekvita brands method BrandDynamics™ and more. Branding is connected to the positive directing of the strategic development of a company which we can predict. Prediction of the financial health of a company has always been the focus of economists. Evidence of that is the fact that it is a very dynamically developing field of financial science.¹⁷

3 Determination of goodwill value

Goodwill represents a reputation of the enterprise for business partners, financial institutions, public and consumers at home country and abroad. Goodwill can be achieved by a long-term approach to customers and partners, it is being created, in particular, by the reliability of supplies of goods or services, by rigorous compliance with all contractual obligations. It is actually a set of favorable attributes that the company is equipped with, but that can not be individually identified and evaluated. It is an expression of the specific characteristics of the company, its earning power and a relatively constant source of making economic effect. We distinguish different types of goodwill: general goodwill - general reputation of the company, commercial goodwill - the relationship of clients to the company and its products, the level of product appeal allocation of the company to the market, Industrial goodwill - technological level of enterprises, employment stability, employee satisfaction, financial goodwill - good relations investors and financial institutions, political goodwill - goodwill among the political authorities. Economic phenomenon called "goodwill" attracts attention of economic public more than one hundred years. Due to the difficulty of understanding the subject of discussions, disputes and polarized views on the site literature, on professional conferences and elsewhere. Despite the divided views of the goodwill as an accounting phenomenon, specialized economic community must bear in mind that the application of specific rules for the recognition of goodwill may have a significant impact on the assessment of the reporting units with significant basis for the value variable, such as the market value of the shares continue to access the source of funding and the overall awareness of the company. The concept of goodwill is related to the acquisitions, in which there is an ownership change. An undertaking that the transferee acquires, pays fair market value at the date of the exchange transaction, part of which is often the "little extra" in the economic theory known as goodwill (the transferee), respectively a premium (the seller). Goodwill can therefore be understood as a value which a purchaser is willing to pay in anticipation of future economic benefits. When mergers of companies it is called a synergistic effect or savings to be achieved by this. Goodwill may also take a negative value if the purchase price of the acquisition is less than the

¹⁷ HYRÁNEK, E., NAGY, L., GRELL, M.: Predikčné modely vo vybraných krajinách. In *Podnikové financie vo vede a praxi. Zborník vedeckých statí*. Bratislava : Vydavateľstvo Ekonóm, 2015, p. 101-106.

acquirers share of fair value of net assets. Negative goodwill expresses the expected future losses and is seen as deferred revenue.

In calculating the value of goodwill by expert it is prescribed by two methods of calculation. The data for the calculation: in determining the company's value equity method, the value of the property set at € 12,356,200 and the value of liabilities to € 10,954,644; Cash flow from business plan at € between 20x to 20x + 4 is shown in Table 2. The capitalization rate is 8% per annum G the growth rate is set at 0.02. The rate of rentability invested capital is 5.58% per annum. The first method of calculating the value of goodwill is the difference between the value of the company calculated the business method ($V\check{S}H_p$) and the calculated value of the company equity method $V\check{S}H_M$:

1. The calculation of the value of the business operating methods

Table 2: The calculation of value obtainable by the sources of business methods

Year	Cash flow	Discount factor	Present value of cash flow
200x	85 600	0,9259	79 259
200x+1	88 200	0,8573	75 617
200x+2	90 100	0,7938	71 524
200x+3	92 400	0,7350	67 917
200x+4	84 200	0,6806	57 305
200x+5	96 000		351 623

Source: Own processing

Calculation of the withdrawable resources (H_{OZ}) using the formula:

$$H_{OZ} = \sum_{t=1}^n \frac{OZ_t}{(1+i)^t} = \frac{85600}{(1+0,08)} + \frac{88200}{(1+0,08)^2} + \frac{90100}{(1+0,08)^3} + \frac{92400}{(1+0,08)^4} + \frac{84200}{(1+0,08)^5} = \text{€ } 351\,623$$

The continuing value (H_p) is determined by the formula:

$$H_p = \frac{OZ_{n+1}}{i-g} \cdot \frac{1}{(1+i)^n} = \frac{96000}{0,08-0,02} \cdot \frac{1}{(1+0,08)^5} = \text{€ } 1\,088\,933$$

$$V\check{S}H_p = H_p + H_{OZ} = 351\,623 + 1\,088\,933 = \text{€ } 1\,440\,556$$

The general value of the company ($V\check{S}H_p$) established by business method is € 1,440,556.

2. The calculation of the company property by asset method

$$V\check{S}H_M = \sum_{i=1}^n V\check{S}H_{ZMi} - V\check{S}H_{CZ} = 12\,356\,200 - 10\,954\,644 = 1\,401\,556 \text{ €}$$

Calculation of general company property value using the asset method according to formula looks simple, but the determination of these two items and the total amount of assets and the total amount of foreign resources is problematic and much more difficult than for example, determining the value of business methods. Determination of individual assets requires more expert professions according to the structure of company assets.

3. Calculation of goodwill value

$$V\check{S}H_G = V\check{S}H_P - V\check{S}H_M = 1\,440\,556 - 1\,401\,556 = \text{€ } 39\,000$$

The second method of calculating the value of goodwill is the present value of the difference between the value of withdrawable resources (OZ_t) and the conjunction of product rate of return on invested capital (i_1) and the general value of the business assets ($V\check{S}H_M$). We proceed in the calculation with the formula:

$$\begin{aligned} V\check{S}H_G &= \sum_{t=1}^n \frac{OZ_t - (i_1 \cdot V\check{S}H_M)}{(1 + i_2)^t} \\ &= \frac{85\,600 - (0,0558 \cdot 1\,401\,556)}{(1 + 0,08)} + \frac{88\,200 - (0,0558 \cdot 1\,401\,556)}{(1 + 0,08)^2} \\ &+ \frac{90\,100 - (0,0558 \cdot 1\,401\,556)}{(1 + 0,08)^3} + \frac{92\,400 - (0,0558 \cdot 1\,401\,556)}{(1 + 0,08)^4} \\ &+ \frac{84\,200 - (0,0558 \cdot 1\,401\,556)}{(1 + 0,08)^5} = \text{€ } 39\,366 \end{aligned}$$

In calculating with both ways we get about the same amount of goodwill € 39,000. Goodwill can be characterized as event or result. As a phenomenon, the goodwill is characterized as a set of favorable attributes that the company is equipped with, but that can not be individually identified and evaluated. As a result, goodwill reflects the economic yield that is something more than just the expected return from operations.

Conclusion

Each company must have a business name that identifies you to trade relations. If, however, the company produce more products or provide more services, it is necessary to distinguish them from each other. The brand name is used for this. Mainly for medium and large enterprises, the brand name is necessary for successful entrepreneurship. Even in the current crisis we are forced to face the reality of deepening regional disparities.¹⁸ These differences can change attitudes to brand products, because of their higher prices. Most consumers, however, prefer them. Years of experience and relationships with the surrounding companies affect the value of brand, which ensures them their future success, mainly in introducing new products on the market. The Institute, which provides protection against

¹⁸ NAGY, L.: From Intenpendent Slovakia Central Bank Polici to the Monetary Polici of the Euro Area. In *Public Finance Quarterly*, 2016, Vol. 61, No. 1, p. 49-64.

unauthorized use of the business name by other entities is called a trademark which is acquired by registration with the competent authority. In recent decades, brands gained a strong position in the economy. Their value in a market economy is indisputable. Brand value is not reflected only in the economic indicators, but we can clearly see how it is firmly seated in the minds of the consumers. People for the prestige reasons are willing to pay more for the well-known brands and what is essential to their long-term position in the market is adding a value to the brand. Brand in itself, as a distinctive tool is so firmly enrooted in our lives, that its absence is impossible. Economic phenomenon called "goodwill" attracts attention of economic public. more than one hundred years. Due to the difficulty of understanding it is the subject of discussions, disputes and polarized views in specialized literature, on professional conferences and elsewhere. Despite the divided views of the goodwill as an accounting phenomenon, specialized economic community must bear in mind that the application of specific rules for the recognition of goodwill may have a significant impact on the assessment of the reporting unit with significant impact on the basic value, such as the market value of the shares, as well as to access to sources of funding and the overall awareness of public about the company.

Acknowledgement: Indicate in the form of text with reference for example: "This contribution is the result of the project VEGA VEGA (1/1067/15) "Verification, and implementation of modeling business performance in financial decision-making tools".

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TAJTÁKOVÁ, M. et al.: *Imidž slovenských produktov v prostredí európskeho trhu*. Bratislava : Vydavateľstvo Ekonóm, 2007.

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THE ASPECTS OF BUILDING A GLOBAL BRAND

Aleš Hes

Abstract

Any enterprise, planning to achieve success today is forced to monitor and analyze developments in information technology and behavior of a selected target group of customers. Internet marketing has been undergoing important technological development recently and represents a key platform for building a global brand. Technical knowledge is thus the necessary basis for building a global brand in the current modern society. Paper deals with important aspects of building a global brand in terms of its success and efficiency for the company.

Key words:

Brand. Business. Communication. Customer. Globalization. Marketing.

1 Introduction

Being taken for granted, the internet is considered a flexible, fast and relatively cheap channel in modern turbulent times enabling to post any information, maintain it to-date and convey it to the target group. Especially internet marketing has been undergoing important technological development recently. The number of products and services on the market has been increasing so it is of utmost importance for the companies to have all the marketing tools set in a way enabling them to utilize the modern technologies in full. If it be to the contrary, the companies may lose their competitiveness very soon. To be able to make correct and successful decisions and develop successful marketing campaigns the companies have to have access to many pieces of information and knowledge. This includes also a brand building as brand represents a strong competitive advantage in current global environment. Every day, many new companies have been entering the market and making their best to attract or maintain the customers.

If the company is to be successful, its business model has to be properly set and largely based on high quality marketing that helps get the products and services through to the selected target group. Brand building is thus the key activity and a profound knowledge is the prerequisite of this process. In order to attract the customers, the companies have to identify these customers, understand their needs and wishes and communicate with them.¹ The process of key customer identification in the course of corporate brand building has been changing. Living in the postmodern times full of virtual and digital communication technologies it is not possible to define the customers only based on demographic data (age, gender, class etc.). It is necessary to go deeper and transform the consumer into three dimensional form. As defined by Taylor² these three dimensions influencing perception of the brand by the customers are as follow:

- *Life attitude*: the company has to take consumer as a human being not as an entity that buys shampoo or mobile phone. What is important for him/her? What principles does he/she follow and what are his/her opinions? What is he/she afraid of?

¹ SVĚTLÍK, J.: *Marketing – cesta k trhu*. Plzeň : Aleš Čeněk, 2005, p. 189.

² TAYLOR, D.: *Brand management*. Brno : Computer Press, 2007, p. 41-42.

- *Passions*: Which activities does he/she consider most important? How does he/she spend free time? What does he/she spend his/her money on? What magazines does he/she read, what does he/she watches in TV, which websites does he/she like most?
- *Needs within given category*: here one can focus on products and services and track what the customer is looking for.

The recommended method of definition of a key target consumer is to create a specific portrait of the consumer and name it. This makes the target consumer more realistic and less theoretical. To build the brand, however the key is not only to define the target consumer correctly, but also to create an actionable mechanism that helps the brand break through the competition and make it successful both in the conventional and digital environment.

2 Outcomes and discussion

Brand in general

There are many definitions explaining what brand is and may be. The best available definition is provided by American marketing association (hereinafter AMA), defining the brand as: „A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers.“ The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of the seller. If used for the firm as a whole, the preferred term is trade name differentiating the seller from the competition selling substitute products. According to Kotler et al.³ the brand is more than a name or symbol. It is a key element of the relations between the companies. Keller⁴ notes that a key approach to a brand built according to AMA definition is to select name, logo, symbol, design, packaging and other features that identify the product and differentiate it from other products. These differentiators determining the brand and specifying it are called brand elements. According to Štensova⁵ et al. these elements include – word, picture, space or sound. Kerin, Peterson⁶ then define brand as any word, „apparatus“ (design, sound, shape or color) or their combination that helps to identify the offer and differentiate it from the competition. Kapferer⁷ considers the brand a part of the company's strategy focus on differentiation. Herman⁸ claims that the brand represents anticipated behavior of the target group related to the benefits derived from the identified source (product, service etc.) often connected with a standardized set of symbols (name, logo, pictogram, color, picture etc.). Aaker⁹ describes brand as a characteristic name or symbol (logo, trade name or design of packaging) intended for identification of goods or services of one seller or group of sellers and for differentiating the goods or services from the competition. Brand thus denotes the

³ KOTLER, P. et al.: *Principles of Marketing*. Harlow : Pearson Education, 2008, p. 521.

⁴ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 33.

⁵ ŠTENSOVÁ, A. et al.: *Manažment značky: Vybrané problémy*. Bratislava : Ekonóm, 2006, p. 15.

⁶ KERIN, R. A., PETERSON, R. A.: *Strategic Marketing Problems*. New Jersey : Pearson Education, 2010, p. 147.

⁷ KAPFERER, J. N.: *Strategic Brand Management*. London : Kogan Page Limited, 1992, p. 15.

⁸ HERMAN, D.: *The Making or Faking of Emotionally Significant Brands. Social Science Research Network*. [online]. [2016-07-19]. Available at: <<http://SSRN-id430900-1.pdf>>.

⁹ AAKER, A. D.: *Brand Building: Budování obchodní značky*. Brno : Computer Press, 2003, p. 7.

source of a given product. The brand represents the perception of the customer and his/her feelings towards the product and its make – it represents all what the product means for the customer.

Brand management

Askegaard¹⁰ claims that the brand research has always been connected with managerial problem-solving. This approach has been changing at present. More and more authors consider brands and the way they are used by customers as symbols of integration into social groups, own image or part of everyday life. According to the author it is the social role of the brand that plays increasingly important role within the brand management. According to HERMAN branding means creation of a system that arouses emotional expectations and simultaneously enables their pandering. In this context, he defines so called emotional brands that arouse feelings through psychological or social activation. According to the author, the psychological reasons why customers use the products and services, include: to reassure themselves, to bring about mood changes, to encourage themselves and to inspire optimism, to cultivate motivation for demanding tasks, to reward themselves, to obtain legitimization for certain demeanors and to internalize social roles. The social uses then include: to convey personality traits, linkage to specific social stereotypes, belonging to particular groups, to express and evoke emotions, to create an atmosphere, to create shared experiences, meanings and rituals. It may be said that the brand is a compound symbol the task of which is to develop a set of meanings or associations connected with the brand. In case of building a company/corporate brand the initial focus has to be on the meanings of the brands:

- *Brand properties/features*: – the brand recalls certain properties/features of the product that are then used within the integrated marketing communication.
- *Benefits* – the customers do not buy just properties, but also the benefits. The properties/features thus have to represent functional and emotional benefits.
- *Values* – the brand reveals the values of the buyers.
- *Personality* – the brand acquires specific personality that identifies the features/properties of the product.

The above mentioned brand meanings form the necessary basis for brand building in the global environment.

The aspect of building a global brand

At present, the entrepreneurs striving to acquire the leading position of their brand or product have to go much deeper during the process of brand building than at the beginning of the new millennium. Branding within the postmodern society that is strongly characterized by consumerism, becomes a process that is not based on the companies selecting their customers but on customers selecting their brands that represent their individual approaches and behavior. Based on the customers' perception, Du Plessis¹¹ groups the brands into four categories:

¹⁰ ASKEGAARD, S.: Brands as a global ideoscape. In SCHROEDER, J. E. (ed.): *Brand Culture*. Abingdon : Routledge, 2006, p. 91-100.

¹¹ DU PLESSIS, E.: *Jak zákazník vnímá značku*. Brno : Computer Press, 2011, p. 21.

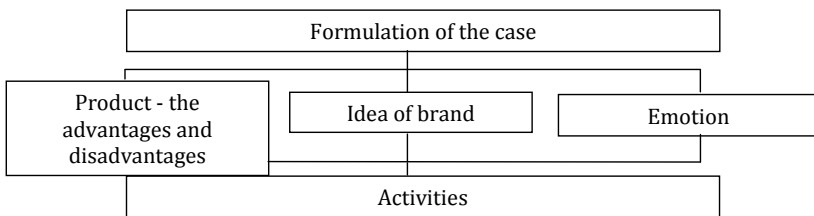
1. *Masterbrands* (combination of authority, innovation, acceptance and identification with these brands: Nike, Sony, Coca-cola).
2. *Prestigebrands* (their attractiveness is based on the origin or the founder, usually they represent a great value for the customer: BMW, Chanel, Rolex).
3. *Superbrands* (international brands influencing the affiliation to the category: American Express).
4. *Glocalbrands* (brands sold globally but marketed locally: Dove, Nestlé).

1st aspect: Internal communication of the company supports and builds brand relation

Majority of companies that want to succeed with global brand on the market does not realize that barrier free internal communications supports and build the brands also in the external environment of the company. Satisfaction within the company, professional competences, and share on economic results... these are the aspects that build loyalty of the employees and represent the key supportive elements of building a company or product brand. With the aim to implement specific changes in the company goals, majority of companies however focuses primarily on innovations within the organizational and managerial structure instead of focusing more on human resources and internal communication. In order to build a global brand the company has to build a homogenous mental sphere among its employees.

2nd aspect: Vision, strategy and brand positioning

Brand vision should express the meaning and purpose of the brand, inspiration that surpasses the limits of mere functionality and profit generation. To formulate such vision, the ambition of the brand has to be determined as it is an integral part of the strategic plan of the brand. This plan is focused on the product benefits and evoking customer emotions (such as simplicity, personalization and easiness). Emotions represent a source based on which the brand personality is created. The outcome of the strategic plan that is based on the brand vision is the idea of the brand fit for the future challenges and not only summarizing the past achievements. Brand positioning is then achieved by intersection of the following five factors:



Picture 1: Construction of brand positioning

Source: Author's graphic interpretation of TAYLOR, D.: *Brand management*. Brno : Computer Press, 2007, p. 21.

For positive brand positioning it is key to capture the advantages of the content marketing in a form of a model included in the strategic plan. The model may contain the following elements:

- Preparation of the content strategy of the brand building with respect to its goals.
- Elaboration of a company's story that attracts the target group of customers.

- Gathering of sufficient amount of quality data about the target group and its key opinion formers.
- Knowing the competitive advantage, or its preparation.
- Selection of suitable channels to distribute the content.
- Determination of the required contribution of the content part to brand building within the frames of the content marketing and the investment value.
- Brilliant team.

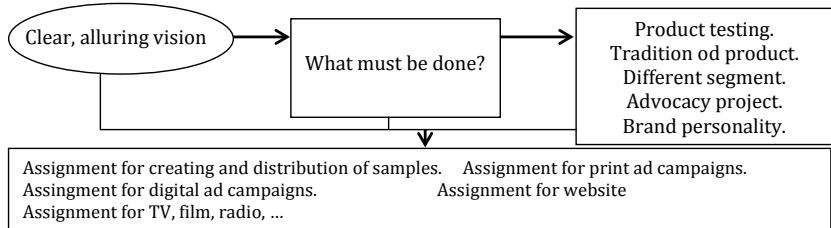
If the brand wants to expand, it has to be credible. The associations connected with well-established brand form a long-term part of customers thinking, and thus it is difficult to expand to the new areas without maximum effort focused on building trust. Two ways are recommended to expand the brand to other sales areas: functional and emotional. Functional extension of a brand may be performed for ex. by adding some minor new ingredients to the product. In this case the brand personality remains unchanged and innovative functional advantage may positively influence the brand positioning. Emotional extension may be used in cases when brand extension results in major changes in personality, style and genuineness of the brand. This „sub brand“ then acquires its own personality and style and may develop into a new entity through the cooperation with the original brand.

3rd aspect: Brand architecture and activation

When building a brand the company has to know what it wants to build, and it has to know it before the process of brand building is started – it is the same process the architect designing a new building has to follow. Only after it is clear what will be built the how questions can be raised and answered. The architect becomes a brand builder. To ensure a proper brand architecture the following principles has to be followed:

- *it has to last long,*
- *it has to give direction,*
- *it has to provide long-term image and strategy,*
- *it has to be consistent on global level.*

The brand architecture is thus fully interconnected with the creative brief that has to be both precise and brief as it does not change very often. For that purpose the Taylor’s¹² model of clarification of roles of individual parts of the marketing mix can be used:



Picture 2: Clarification of the roles of individual parts of marketing mix

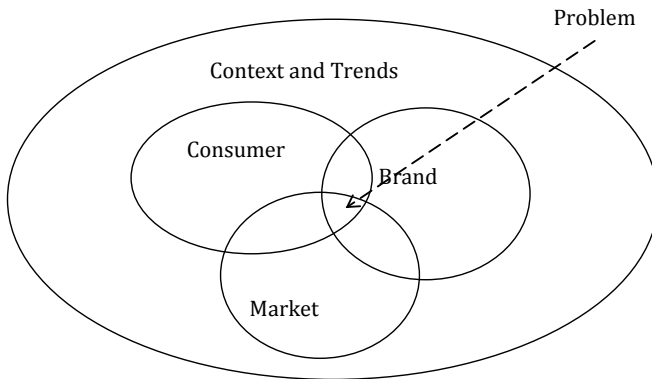
Source: Author’s graphic interpretation of TAYLOR, D.: *Brand management*. Brno : Computer Press, 2007, p. 177.

¹² TAYLOR, D.: *Brand management*. Brno : Computer Press, 2007, p. 177.

Creative approach to brand architecture is enabled by the following factors: adequate budget, inspiration, tradition and efficient communication. For communication the customers' target group homogenization has to be used, also in case of global brand expansion to other destinations. During brand activation the following preconditions of success have to be maintained:

- *All activities have to be consistent with architecture.*
- *Its goal is to activate all marketing mix tools.*
- *Use of tactical tools.*
- *Local interpretation (or glocalisation).*

The brand activation is based on the consumer needs that are driving his/her behavior on the market. Brand activation helps to solve the problem as the brand meets the given needs of the consumer in relation to the market.



Picture 3: Solving the problem of brand building in relation to the consumer needs

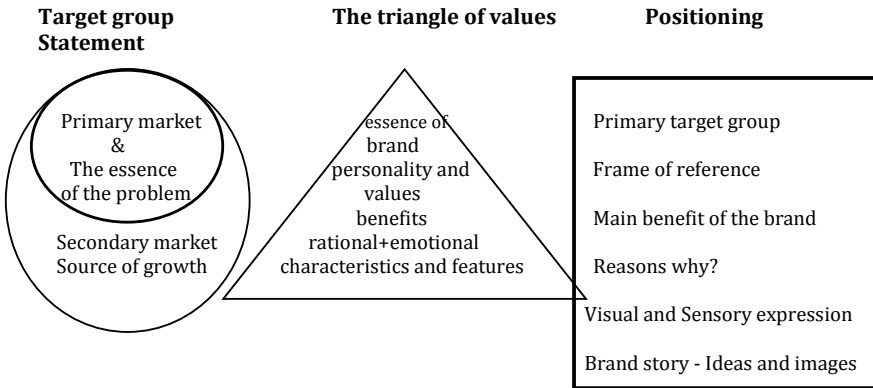
Source: Author's graphic interpretation of Dipl. Ing. T. Manasek (consultant, coach), 2016

4th aspect: Model of the global brand creation

In case the model of global brand is created the provisions of above mentioned aspects have to be applied. The model is based on answers to following questions:

- *What is the company's problem?*
- *What is the problem of the brand?*
- *What is the role of communication?*
- *Who are we talking to? (key target segment)*
- *What is the desired change in perception and behavior? (shift in perception/brand idea)*
- *What idea shall trigger this change? (Benefits)*
- *Why people should believe it? (Trustworthiness)*
- *Brand personality?*
- *Style / tone?*
- *Media channels?(classic, digital)*
- *Timing? (time schedule, creative proposal)*

Based on the above stated questions and true answers to them a specific model of brand creation can be developed and applied to global markets. This model can be divided into three areas: target group, triangle of values and positioning statement.



Picture 4: Brand building model - architecture and brand activation

Source: Author's graphic interpretation of Dipl. Ing. T. Manasek (consultant, coach), 2016

Conclusion

Building a brand of global dimensions is not an easy task. On one hand, it requires deep knowledge of needs of the customers/consumers target group that will be influenced by the brand in a sensitive and agreeable way. On the other hand, it requires deep knowledge of product or the company connected with the brand. Brand has to be built based on the vision and strategic plan prepared in a way that will enable the brand to adequately and positively influence the target group via its personality and properties/features. The brand has to have its idea and sophisticated advantage compared to competition. The brand can be expanded also to the global environment using functional and emotional extension that - using the suitable way of communication - thanks to which the goals of the company shall be delivered. The assessment of brand success is based on economic performance (increase of sales, increased turnover, increased market share) as well as non-economic ones (higher amount of loyal customers, positive perception of the brand, positive positioning). At present the brand building is complicated by the fact that apart from classic communication tools also the digital ones (so called smart media) are used. Though different, they use the same brand building process and have the same goal - to reach, attract and satisfy the customer.

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BRANDING OF NON-PROFIT ORGANIZATIONS EXEMPLIFIED BY LIBRARIES

Dita Hommerová

Abstract

This paper presents the importance of branding in the non-profit sector represented by libraries. Its recommendations for libraries are presented in the form of a comparison with the branding of libraries in other countries and selected results of research conducted in the non-profit sector in the Czech Republic. Also presented in the paper are the advantages and disadvantages of the implementation of branding in libraries. Last but not least, the paper outlines the key trends in branding.

Key words:

Advantages and disadvantages. Brand. Branding. Library. Trends.

1 Libraries as representatives of the non-profit sector

Non-profit organizations have become an integral part not only of the advanced society of the 21st century, but also of a well-functioning market. They are an active intermediary between the public and the for-profit sector. Their **role of an independent mediator** is thus entirely indispensable, as it is these organizations that have voluntarily taken upon themselves the responsibility of the sometimes irresponsible behavior of today's society. According to the Satellite Account of Non-profit Institutions of the Czech Statistical Office, at the end of 2015 there were more than 135,000 non-profit organizations registered in the Czech Republic. These include both non-governmental non-profit organizations as well as government-run (public) non-profit organizations.¹ Non-profit organizations play a key role not only in issues regarding the environment, poverty, human rights and education, but also in many other crucial aspects of our lives. Their visibility and influence is therefore gaining momentum. This is also evidenced in the rapid increase in the number of such organizations and the strengthening of the position they have reached in the market since their emergence. However, these entities face challenges whose character is identical for all players in the global market. The growing competition, increasingly demanding customers, development and innovations, all that forces all organizations to search for new ways to achieve success but also to "merely" survival. This may be one of the reasons why the non-profit sector has also become interested in effective management tools used in the for-profit sector, such as financial management, marketing management, strategic management tools and many others. One such "discovered" marketing tool, and undoubtedly a key to achieving success in the non-profit sector, is and will continue to be **branding**.

1.1 Definition of libraries

The International Federation of Library Associations and Institutions defines a public library and its activity as follows: "**A public library** is an organization established, supported and funded by the community, either through local, regional or national

¹ *Registr ekonomických subjektů*. [online]. [2016-09-06]. Available at: <https://www.czso.cz/csu/res/registr_ekonomickyh_subjektu>.

government or through some other form of community organization. It provides access to knowledge, information and works of the imagination through a range of resources and services and is equally available to all members of the community regardless of race, nationality, age, gender, religion, language, disability, economic and employment status and educational attainment".² According to ČSN ISO 11620, a **library** is "an organization or its part whose main purpose is to maintain a collection of documents and through its services make it easier to access these documents to meet the information, scientific, educational and recreational needs of its users". Both definitions agree on libraries being organizations doing good in the community. Libraries provide library and information services.³ According to data from the National Information and Consulting Center (2016), there are currently more than 5,300 libraries in the Czech Republic and over 40% of the population are customers of libraries. Upwards of 60 million items are checked out of libraries annually and the interest in library services is definitely not waning.⁴

Table 1: Development of selected library indicators from 1995 to 2015

Indicator	YEAR							INDEX		
	1995	2000	2005	2010	2013	2014	2015	2015/1995	2015/2010	2015/2014
Number of libraries	6,179	6,019	5,920	5,415	5,381	5,360	5,354	0.87	0.99	1.00
of which use non-professional staff	5,402	5,279	5,144	4,622	4,582	4,562	4,554	0.84	0.99	1.00
Number of registered members (thousands)	1,428	1,523	1,538	1,431	1,430	1,430	1,413	0.99	0.99	0.99
Number of items loaned (thousands)	57,413	70,401	71,974	66,773	64,208	62,614	60,044	1.05	0.90	0.96
Number of items loaned per 1 thousand inhabitants	5,557	6,853	7,033	6,349	6,109	5,949	5,696	1.03	0.90	0.96
Number of library visits (thousands)	14,364	18,188	20,502	22,157	24,142	24,053	23,624	1.64	1.07	0.98
Number of virtual visits (thousands)	x	x	x	21,979	32,084	40,106	39,290	x	1.79	0.98
Number of digital documents downloaded (thousands)	x	x	x	x	16,351	37,312	39,572	x	x	1.06
Number of cultural events	x	x	x	x	62,285	65,017	65,290	x	x	1.00
Number of visitors to cultural events (thousands)	x	x	x	x	1,967	2,085	2,263	x	x	1.09
Number of educational events	x	x	x	x	31,513	32,562	37,514	x	x	1.15
Number of visitors to educational events (thousands)	x	x	x	x	679	705	792	x	x	1.12

Source: *Národní informační a poradenské středisko pro kulturu*. [online]. [2016-08-20]. Available at: <<http://www.nipos-mk.cz/>>.

2 Brand in the marketing activities of non-profit organizations

2.1 Definitions of the terms brand, branding/brand management and rebranding

It is generally known that the **brand** of a company is its most valuable asset. "**Brand management (= branding)** is a strategic and integrated system of analytical, planning, budgeting and realization activities that are part of the brand management process".⁵ Creating a strong brand requires a combination of art and science. A strong brand results in customer loyalty, which must be based on a quality product.

² KOONTZ, CH., GUBBIN, B.: *Služby veřejných knihoven: směrnice IFLA*. 2nd Edition. Praha : Národní knihovna České republiky – Knihovnický institut, 2012, p. 15.

³ *Platné a rozpracované normy ISO připravované technickou komisí 46, řazené podle Subkomisi. Národní knihovna České republiky*. [online]. [2008-05-04]. Available at: <http://knihovnam.nkp.cz/docs/ISOTC46_Sta02.pdf>.

⁴ *Národní informační a poradenské středisko pro kulturu*. [online]. [2016-08-20]. Available at: <<http://www.nipos-mk.cz/>>.

⁵ PŘIBOVÁ, M. et al.: *Strategické řízení značky: brand management*. Praha : Ekopress, 2000, p. 15.

Despite these fundamental advantages, which can no longer be ignored, the non-profit sector still hesitates in its implementation.⁶ Why is that? The general public as well as non-profit organizations themselves often refuse to admit the fact that their market is also becoming saturated and sooner or later they will have to face tough competition even in their industry. All this applies not only to for-profit markets, but in the same measure also to the non-profit sector.

Brand management (branding) means planning, coordination, execution and reviewing all measures to achieve a defined image with relevant internal and external groups. The main goals of branding include:⁷

- to add value to the product and thus transform it into a brand (to make the invisible visible),
- to maintain the differentiation advantage of the brand,
- to develop "brand thinking" as opposed to "product thinking".

Implementing a brand in an organization is demanding not only in terms of time, but also staff and finances, and there is no unified procedure for its implementation. A **brand** means a combination of symbols, words or design that set the product of a particular company apart from others. A brand evokes various expectations in the minds of customers. The value of this brand is determined by how these expectations are met. In non-profit organizations, the value of a brand is reflected mainly in fundraising, i.e., a strong brand attracts not only donors, supporters, volunteers and customers, but also the media, which ensure publicity for both organizations and fundraisers. The elements of a brand include: a name, logo, symbol, representative, slogan, jingle and packaging. There are a number of approaches that define what elements a brand should contain, or what it should be like. The most concise and yet very apt and comprehensive is the definition by Neumeier (2008), which says that a brand must be charismatic.⁸

Figuratively speaking, by a brand we mean all the product's attributes that leave a lasting emotional impression and a specific idea in the minds of customers. There is a distinction between the terms **brand image** (perception of the image from the outside) and brand identity (expression of the state which the brand wants to achieve - this is formed by the name, the product's graphic design, marketing, sales and communication strategy, the perception of the brand from within the company). Brand identity consists of 6 dimensions: **culture, behavior, product, markets and customers, design, and communication**. To build a strong brand which can ensure sufficient recognition and position such as that of libraries in the USA, it is necessary to effectively manage the marketing activities of these non-profit organizations. However, a brand does not necessarily have to be viewed only as a brand, whose every aspect a non-profit organization designs and manages itself. A certain **given brand** (seal, certificate, ...) can be, e.g., a certificate issued by institutions whose aim is to build a good name and reputation for non-profit organizations, just like it is the aim of the organization's **own brand**.

⁶ For more information, see: HEALEY, M.: *Co je branding?*. Praha : Slovart, 2008.

⁷ PŘIBOVÁ, M. et al.: *Strategické řízení značky: brand management*. Praha : Ekopress, 2000, p. 15.

⁸ For more information, see: NEUMEIER, M.: *The brand gap: Jak překlenout propast mezi obchodní strategií a designem*. Praha : Anfas, spol. s.r.o., 2008.

One example is the **seal of reliability**, e.g., the **Reliable Public Benefit Organization**, which has been launched on the Czech non-profit market by the Association of Public Benefit Organizations in the Czech Republic. This seal is given to non-profit organizations that have undergone stringent assessment and meet high standards. The purpose of the seal is to increase their chances of sustainability thanks to the contribution toward building a good name and a guarantee of reliability in the operation of the organization, which is positively reflected in **fundraising**. The non-profit organization receives more prestige and potential donors use this seal as a sort of lead in their decision-making as to which good cause to support financially. **Rebranding** can come in the form of a gradual evolution or a radical changeover to a new name and overall identity. Whether or not the right time for rebranding has come can only be determined by marketing research into the awareness of the brand. The principles of rebranding are the same as when building a strong brand at the start of the organization's development.

The marketing of non-profit organizations has the general goal of increasing the **attractiveness for supporters** (submitting project application forms – public administration, foundations, campaign execution, special event execution, engagement of donors, fundraisers and others), **attractiveness for volunteers** (identification of ways of gaining volunteers, conveying the organization's vision and mission to volunteers, advantages of volunteerism and others), **development of relationships** (establishing and maintaining relations with members of management, institutions, volunteers, clients, donors, providers of grants, public administration, the media, the public, etc.) – relationship management, and **communication** (advertising, publicity, public relations, and others). Each tool of the basic marketing mix has its own specifics when applied to non-profit organizations. The brand as such lies between the product and promotion. The theory looks at a brand as part of a product, but to ensure the required growth of the given brand's value, a well thought-out setting of the communication mix is key. The basic marketing mix (the "4P" model) must, just like in other non-profit organizations, be expanded by another "P", and that is "people". The IFLA Guidelines⁹ mention four specific categories of staff: qualified (expert) librarians, library assistants, specialist staff, and support staff. The basic qualities and skills of library staff include a high level of interpersonal and communication skills, knowledge of the material that forms the library's collection and how to access it, organizational skills, skills for teamwork, etc.

The holistic model of brand placement by Schmidt includes:¹⁰

- culture, communication, behavior, design, products and services, markets and customers.

A clear decision to implement an active branding policy in a non-profit organization is a promising start. Starting a brand is not a one-off event, but a continual process that is time-consuming as well as demanding in terms of staff and finances. Non-profit

⁹ For more information, see: KOONTZ, CH., GUBBIN, B.: *Služby veřejných knihoven: směrnice IFLA*. 2nd Edition. Praha : Národní knihovna České republiky – Knihovnický institut, 2012.

¹⁰ For more information, see: BERNSEE, E.: *Bibliothek als Marke. Chancen und Problemfelder des Identitätsorientierten Markenmanagements*. Berlin : Berliner Handreichungen zur Bibliotheks – und Informationswissenschaft, 2006.

organizations must also apply both **external** as well as **internal branding**. External branding focuses on positively affecting the minds of the general public, the target group, partners, donors, supporters and others, while internal branding should lead to the ultimate identification of the particular organization's employees and volunteers with the brand's mission. In this respect, non-profit organizations have a sort of advantage over commercial companies, as through engagement in non-profit organizations their employees are strongly motivated and drawn to the brand because of their higher needs being met rather than mere economic security being ensured.

2.2 A library as a brand

Despite their customer-orientation efforts, compared to theaters and museums, libraries in the Czech Republic are rather viewed as old-fashioned and lack adequate recognition. This fact reflects the situation and perception of libraries in Europe, unlike in the United States of America, where the well-established image of libraries is on a much higher level.¹¹ The reason is undoubtedly the inadequate image of libraries and also the growing competition in the information and media market. In the Czech Republic, this applies to both public and research libraries. However, the unavoidable interaction with the environment, which is affected by social (there is a growing trend to provide leisure activities and entertainment, ideally those that combine education and entertainment), economic, technological and political factors, requires flexibility, adaptability to new trends and therefore also new orientation. There is an emerging possibility to market an organization as a modern service provider to relevant segments (e.g., customers, politicians, sponsors, ...). It can be said that generally there is the significance of free time activities and orientation toward experience is growing. As a result of the new trends, libraries are transforming into cultural centers offering services that surpass the original mission of libraries. The term "edutainment" expresses their current purpose, i.e., institutions where education and entertainment go hand in hand. According to the Concept for the Development of Libraries in the Czech Republic for 2011–2015 Including the Internetization of Libraries, these institutions are transforming into **informational, educational, cultural and community centers**.¹² To be perceived this way also by the general public and all the relevant target groups, it is crucial to intensively resolve the issue of implementing branding and rebranding in Czech libraries.

Prior to contemplating the use of branding for libraries, the key task is to define the optimum target groups in this relatively narrow segment of the non-profit sector for the purpose of relationship marketing. The internal and external target groups include, for example:

- Staff, customers, superior institution (e.g., the founding organization), the public, authorities, public administration, friends of the library, journalists, writers, book stores, printing companies, advertising agencies, commercial entities, and others.

¹¹ BERNSEE, E.: *Bibliothek als Marke. Chancen und Problemfelder des Identitätsorientierten Markenmanagements*. Berlin : Berliner Handreichungen zur Bibliotheks – und Informationswissenschaft, 2006, p. 9.

¹² *Koncepce rozvoje knihoven ČR na léta 2011-2015 včetně internetizace knihoven*. [online]. [2016-08-26]. Available at: <https://www.mkcr.cz/assets/literatura-a-knihovny/Koncepce_rozvoje_knihoven_2011-2015.pdf>.

In some countries there is a so-called umbrella brand for a particular network of non-profit organizations, e.g., libraries. One such country is the Netherlands, where libraries are marketed in a unified fashion, operate using a unified database and on the same principle and share data. It is a very well thought-out model, which brings readers and users of other library services various advantages; however, upon a more thorough analysis also certain risks. In the Czech Republic, such a concept is currently unrealistic and each library fights for itself in the competitive environment and must work on its individual brand.

2.3 The approach to branding in non-profit organizations in the Czech Republic

As part of the research into the non-profit sector in the Czech Republic conducted in 2015, which collected data from 313 questionnaires, non-profit organizations were asked about five key areas (strategy, funding, human resources, social entrepreneurship and public relations). The respondents also expressed their approach to branding.



Picture 1: Approach to branding in non-profit organizations in the Czech Republic

Source: Author's own research, 2015 – 75 % of responding non-profit organizations manage their brand in some form.

3 New trends in branding applicable to libraries

When preparing the implementation of a brand in an organization or in the rebranding process, the current development trends in the area of branding should be taken into account. These can then ensure a competitive advantage for the given organization. The following topics are currently often discussed: **the use of online video, proximity marketing¹³, 5-Sense-Branding (smell and visual), social personalization and the brand's story.** Most new trends in branding are associated with technological development and global changes in customer behavior. The latest trends are based, for example, on so-called "5-sense-branding", i.e., branding that appeals to the human senses. As some consumers have entirely abandoned watching traditional television, on-line video has become a common alternative to television. More and more brands will start to create their own content and cooperate with celebrities to create video content tailor-made for a particular audience. Brands will become creators of their own content. This is a challenge for the non-profit sector. The reason for that is undoubtedly the relatively low costs of creating "advertising"

¹³ Localized distribution of a marketing message through bluetooth (remark by the author).

and mainly its distribution, which can and should, unlike mass communication through television broadcasting, communicate in a targeted fashion with selected segments. The obvious possibility is to utilize cooperation with celebrities, who thanks to their fans will attract attention to their advertising spot.

The sense of smell is considered to make the strongest emotional impression, when a particular aroma evokes a spontaneous emotional response. Innovative brands utilize the shift toward the use of aromas to change moods, enhance emotions and create experiences. Non-profit organizations should focus on finding interesting and meaningful ways of utilizing customers' sense of smell to increase their interest in communication. This is connected with testing aromas and fragrances in such a way as to evoke the right emotions and be in line with the particular brand. Promotion on social media sites can definitely be recommended for raising awareness of the non-profit organization and strengthening the perception of the brand. Nowadays, brands offer platforms for individuals where they can communicate their opinions and thoughts, and to which they can invite their friends and other trustworthy people. With the support of brands, people will be able to gain more control over creating personalized online wish lists and determining who can send them recommendations. Even though the spread of online video is one of the significant trends in 2015, we cannot ignore the effectiveness of the visual website.

Internet channels are starting to be built based on websites with photographs, and brands should invest in a targeted fashion in better quality visuals to engage consumers through social networking websites. It's important to present photographs that make an emotional impression on customers and encourage them to learn additional information about the non-profit organization or share its website with their friends through social media sites. Brands will be better capable of storytelling using carefully tailor-made contents, which works across various platforms. In the future, customers will be able to interactively participate in telling the story of the brand. And again, there is room for non-profit organizations to capture and utilize these methods, provided they have the right people working for them, people who are creative, have a knack for marketing, knowledge of information technology and enthusiasm.

4 The advantages and disadvantages of implementing branding in a library

4.1 The advantages of implementing branding in a library

A branding strategy can significantly help organizations in the non-profit sector to:

- raise awareness (both in terms of depth and breadth),
- improve the brand's image (perception of the brand through association),
- approach new target groups,
- gain new users,
- keep existing users,
- improve funding and opportunities for fundraising,
- contribute to the development of civil society in general.

Brand management is not about how much money is spent, but about consistent efforts in the course of time.¹⁴ Bruhn (2007) distinguishes between 7 types of strategies for communicating library brands:¹⁵

- The strategy of familiarity.
- The information strategy.
- The strategy of image-based profiling.
- The strategy of responding to the competition.
- The strategy of orienting oneself toward a target group.
- The strategy of gaining contacts.
- The strategy of maintaining contacts.

Non-profit organizations and the entire segment often suffer from the phenomenon of "generalization". Due to their lack of knowledge of this industry, the general public often views specific organizations merely with their average awareness, i.e., a general and sometimes superficial idea they have about this sector. They are not de facto capable of distinguishing one entity from another. A brand is a promise and subsequently becomes evidence of the organizational skills, experience, efforts and hard work exerted by the entity to fulfill its obligations not only with respect to its customers, but also other target groups, e.g., donors. Branding helps organizations to achieve a unique position in the given segment of the market and thus preventively avoid negative effects that originate in other entities operating in a similar if not identical market segment.



Picture 2: A brand as the central component of an organization

Source: JANDAČ, L.: *Branding jako strategický nástroj managementu neziskových organizací*. [Diploma Thesis]. Plzeň : ZČU, 2013, p. 28.

As seen in the figure above, the brand, after its launch or after the launch of its main parts (mission, vision and values), becomes the central component of the entire organization, from strategic planning, marketing to human resources management. The brand thus creates a certain internal mechanism in various sections of the

¹⁴ For more information, see: KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007.

¹⁵ For more information, see: BRUHN, M.: *Kommunikationspolitik: Systematischer Einsatz der Kommunikation für Unternehmen*. München : Vahlen, 2007.

organizational structure, which is ultimately reflected in the brand itself, i.e., delivering the brand's promises to its target groups. Many experts view branding as a strategic investment. A well-built brand is supposed to bring certain value in the future, which the organization lacks at the moment, whether it be better perception of the organization by customers, gaining new clients, setting oneself apart from the competition, internal rebirth, etc. There is no exact set of instructions on how to implement brand management in the daily life of an organization that everyone would agree on. The initial conditions of each entity, whether it be from the commercial sphere or the non-profit sector, are unique, so there is no such thing as a unified procedure. However, there are some generally applicable areas that would be good for an organization to deal with. The entire process should start with a correct understanding of and inspecting the needs, expectations and existing experience of the library's target groups, based on which better knowledge is achieved. The organization thus determines its future positioning in the market. This is further incorporated into the verbal and graphic expression of the brand. The brand thus takes on a specific shape that is understandable to the target audience it is intended for. Over time, mutual interaction serves as a source of information affecting further development and any modifications made.

It is important to mention that branding does not aim to change what the organization does, but attempts to point out the manner in which individual operations are executed. This is the only way of achieving harmony between the vision, mission and values of the brand and what the experience of a future customer will ultimately be. The statement above also points to the fallacy that the process of brand building is synonymous with massive advertising or marketing and therefore a major budget, which discourages a number of representatives of the non-profit sector. Successful implementation of branding definitely requires an effort in the form of intensive communication of the brand toward customers, employees, volunteers, donors and other stakeholders; however, it does not always require a substantial investment in direct marketing activities. The main parts of a brand's budget are mainly connected with building a strategy and its subsequent implementation. Brand management is not about how much money is spent, but about consistent efforts in the course of time.

4.2 The disadvantages of implementing branding in a library

On the one hand, brands are currently viewed as an important source of guarantee and security at a time of an uncertain market. On the other hand, they are considered to be a sort of luxury label of a product or service, which ultimately only increases the price for end users without improving their functional value. Although the majority of non-profit organizations that have decided to go down the path of branding are motivated by honest intentions, to a certain extent they risk losing their credibility by gaining too much of a commercial image. In an extreme case, what may occur is a loss of interest on the part of potential target groups, which could result in the existence of the entire organization being threatened: donors limit their financial support; volunteers leave for other organizations whose image is more altruistic, etc. Brand management is a never-ending process. Its main goal is not only to build the brand, but maintain awareness thereof, strengthen its position in the market and evaluate how these efforts are reflected among the target groups.

All of the above-mentioned activities must usually be connected with a sufficient redesign of information and promotional materials, advertising, office space and other external elements of the brand. It is also necessary to encourage the internal elements of the brand, therefore, it is necessary to newly train both employees and volunteers to cover the values represented by the brand. The costs incurred in connection with the branding policy may not ultimately seem relevant for the non-profit sector, especially if the existing demand is sufficient. If an organization is not unanimous in the decision to implement branding, the organization's management potentially faces a number of different views and opinions of its stakeholders (interested parties). Branding will thus become an eyesore for everyone, which can result in the excessive use of finances and efforts by all parties aimed at its justification or complete condemnation. Just like every situation in real life, even branding has its potential negative impacts. Therefore, it is imperative that an organization works with this tool cautiously and becomes thoroughly prepared for its implementation in the organization's daily life.

Conclusion

Despite the various definitions put forth by different authors of what branding is, their explanations of what branding is not are entirely identical. Branding is not merely the logo, design, advertising, marketing or PR. Branding is what comes before that. The first step is to create a brand, which then deserves appropriate promotion. A brand as such can be defined by its name, expression, sign, symbol or design or a combination thereof, which have the ability to identify the product (whether it be a tangible product or service) and distinguish it from its competition. Branding can be understood as a modern way of an organization interacting with its customers and the effort to build a quality, positive relationship based on an emotional connection, on whose solid foundations the organization can build in the future. It should always be a consistent, stimulating, clear and well-targeted customer-oriented communication policy, thanks to which the company will build not only a strong brand, but also achieve the desired goals set out in the organization's strategic plan. Developing a sophisticated graphic and visual presentation of the brand is far from sufficient. Quality branding goes much deeper than that. The reality of the organization and the attitudes and behavior of the people who work there must be directly proportional to the brand's values that are communicated outside the company. Only this shared passion will ultimately create a strong tool for building long-term relationships, trust and loyalty for libraries and their customers.

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**BRAND NEW ! FACULTY MORPHOSIS – A CONCEPT OF PROJECT
DIGITALIZED YOUTH IS GOING TO LOVE- MARKETING STRATEGY
PRE-LAUNCH STUDY**

Jana Hubinová

Abstract

Business is moving the world. We do business every single day. We go to the supermarket and buy bread, we get paid for work we do, sometimes we do business in relationships, too. Business is present in every single step we take in our lives, no matter how much anti consumerist we wish or claim to be. We aim this paper as a short introduction into a brand new marketing project in regards to FMK UCM presentation of its digitalized face. We would like to present a whole new concept of FMK UCM marketing strategy specialized on new studying programmes in its portfolio. There are no doubts that the youth oriented at massmedia and marketing background here in Slovakia loves the corporate brand FMK UCM - its students, potential future students, as well as the public. There is, though, always a way how to increase brand's attractivity for its clients. I come up with a BRAND NEW Faculty Morphosis concept oriented at digitalized youth and, as such, an interesting alluring technique to be applied by our faculty. This paper is aimed to be a short introduction into a brand new marketing project in regards to FMK UCM presentation of its digitalized face.

Key words:

Digitalized. Education. Knowledge. Marketing. Marketing strategy.

1 Why does education matter

May we consider Darwin's Theory of Evolution to be the only scientifically proven theory of possible human's evolution or may we rather support Christian religion belief in a human-being to be a creation of God's will on „His own image“ (Genesis 1:27), we undeniably cannot dispute one fact and that is that knowledge and spreading of knowledge helps mankind on our journey towards new horizons. Millions of years has passed by since the first Homo-alike species appeared on Earth; more than two thousand years elapsed since Christians acknowledged Jesus Christ the Savior was born and Julian's calendar entered into existence as „anni domini“. No matter if it was experience passed by Homo Sapiens Sapiens ancestors from one generation to another leading to human-kind physical and psychological evolution or if we are speaking of Jesus teaching on the kingdom of God to which spreading the Bible has contributed the most, knowledge appears to be the common factor.

Since both of these conceptually oppositional convictions on human kind existence inception started to be spread, the humanity has evolved immensely. We are taking giant steps towards new experience of tomorrow. As already mentioned before, the common factor of knowledge spreading remains the one and only principle of possible evolution. In Europe, many nations fought for their independence from empires, in the U.S., slaves fought for their freedom, women all over the world fought for their right to vote in elections. Nowadays, many nations fight among themselves for strategic territories possession... Somewhere in between these wars and battles, in Europe, there happened to appear a whole new movement fighting for knowledge. The Age of Enlightenment that dominated Europe in the 18.th century has incredibly changed the fate of human-kind by accepting knowledge as the highest principle of power possession. We, the inhabitants of the oldest continent, understood straight

away that knowledge means further possibilities for individuals as well as for the overall nations. Since then, many educational institutions proclaiming this idea were founded. The basic concept standing behind the main reason of educational institutions' existence was declaring spreading knowledge for humanity's sake. From the first world's higher educational institution acknowledged to exist in Nalanda, India (believed to be founded at around 427 A.D.),¹ through the University of Karueein as today's oldest still existing university (founded in 859 A.D.)² in Fez, Morocco, up to many new and modern standards set universities and higher educational institutions being launched these days, knowledge spreading remains the basic principle. At least, academically speaking.

2 Education as business

Knowledge as the basic concept of education is however not everything that matters. The other side of the coin is that educational institutions are becoming a part of business environment. These decades more and more than they have ever appeared to be before, as their financing is highly questionable. European nations, great number of which are unified into the European Union, are gradually re-evaluating the approach to education and formation of new generations in general. Starting with renewed preschool philosophies (such as Montessori method, Waldorf schooling, and many other concepts) through home schooling as a time and money saving variant of primary and secondary education up to various online degrees programmes. The options of gaining education are becoming limitless.

Nevertheless, the process is ongoing and we cannot speak of any fast and great development of this idea and as such, legislation and financing of higher educational institutions is still rather a matter of individual universities than an overall interest of the state. Above all, for the reason that entering any market means coming up with an attractive marketing strategy, we decided to create a brand new concept oriented towards highly digitally literate youth, as potential future students of FMK, especially those interested in studying programmes Media Relations and Theory of Digital Games. Since 2002, when the law No. 131/2002 of Code of Law in regards to higher education and Slovak universities came into efficiency, financing of these institutions became a matter of good marketing skills of public universities. Higher educational institutions entered the market of education as business subjects. Even though the Ministry of Education, Science, Research and Sport of the Slovak Republic has clarified that *'the main resource of financing public schools is coming from the state budget'*³, public schools are nowadays legitimized to use also so-called *'other resources'*.⁴ This type of financing is furthermore described in detail in § 16 of the same law. If public universities want to enter into competition with private

¹ SEN, A.: *Nalanda the World's First University*. [online]. [2016-10-05]. Available at: <<http://www.littleindia.com/life/7825-nalanda-the-world%E2%80%99s-first-university.html>>.

² *Oldest University*. [online]. [2016-10-05]. Available at: <<http://www.guinnessworldrecords.com/world-records/oldest-university>>.

³ *Zákon o o vysokých školách a o zmene a doplnení niektorých zákonov (konsolidované znenie) č. 131/2002 Z.z. z 21. februára 2002*. [online]. [2016-09-14]. Available at: <<https://www.minedu.sk/677-sk/financovanie/>>.

⁴ *Ibidem*.

universities (that are financed from various, sometimes highly questionable resources) as their direct adversaries, the only way seems to be building up their good image and goodwill in general. By accepting this challenge, public universities started to apply basic principles of marketing mechanism.

In 2016, here in Slovakia, just like anywhere else in the world, we may speak of dynamic market of educational institutions that is able to flexibly respond to their clients needs and even their expectations. Some universities even exceed their clients expectations. This is exactly the challenge we, the marketers of FMK UCM are willing to accept and do our best at exceeding our students', potential students' or their future employers' expectations. The education market is not much different from any other market of services. Just like anywhere else, creation of an interesting and sustainable marketing strategy for long-term use in university propaganda is the main goal. Long-term use is one of the elementary conditions for public universities as their financing is still rather a matter of saving than spending money.

The term '*marketing of schooling*' was introduced into Czech and Slovak schooling environment by Jaroslav Světlík who defined it as '*... the process of controlship resulting in gaining knowledge, influencing and finally satisfying needs and desires of school clients by effective means satisfying at the same time also the aims of the school institution itself*'.⁵ Generally speaking, there are two undisputable facts that need to be mentioned here, as their mutual links clarify the need of marketing utilization in schooling, especially the one of higher educational institutions. First is that since novelization of the Law in regards to public universities the expectations towards students are the following; the more university applicants there are, the higher their chances on the labour market shall be. This results from a simple fact that the more applicants there are, logically, the academic qualities of the accepted applicants shall be higher. At the same time, the more students a university shelters in first years of a degree, the higher finances they get from the state as the state contributions are *per capita*. Also, the employers are becoming more and more interested in helping to finance a university once they acknowledge its qualities and quality of education of their possible future employees.

The other fact is simple; positive feedback creates interest and as such free advertising via so- called *word of mouth* as one of the most effective tools utilized in marketing. It is quite easy then to make up the golden rule of educational institutions marketing; fulfilling school clients' needs increases their interest in the educational institutions. The clients of a schooling institutions are of different, extremely vast kinds (students, parents, graduates, employers as well as the public). Fulfilling their needs is in direct connection with a good marketing campaign targeting. Once a university fullfills the needs of their clients (in this case, the parent as a client can be eventually marginalized), the ideal outcome of such a targeted marketing communication directly influencing content management may result in higher qualification of its graduates, their better position on the job market as job seekers, but above all, it results in progressive trend to increase the quality of university studying programmes. The target audience of marketing communication of

⁵ SVĚTLÍK, J.: *Cesta k trhu*. Zlín : Ekka, 1994, p. 8.

a university can be defined as follows (in the order of importance; from the most to the least important element):

- Students,
- Graduates,
- Employers,
- Public,
- Parents.

In order to be well-applied and accepted, marketing communication of a university shall be primarily directed on the most influential groups from above mentioned clients who have or actually may have impact in the decision making process of a potential student.

3 Vicious circle of marketing failures

Middle European educational institutions market, compared to the US one, for example, is quite outdated. The importance of marketing in the process of education commercialisation has been acknowledged just recently, even though Philip Kotler came up with a publication dealing with strategic management of educational institutions long time ago, back in 1988. As one of the leading personalities in the marketing theories birth, his work was fully acknowledged and put in practice later on. Among other important knowledge that may be found in his work, he defined the basic principles of marketing strategy creatio. We applied it to the market of higher educational insitutions as a certain service provider.⁶ The marketer of an educational institution shall first of all analyse the products of direct (as well as indirect) competitors. In the university environment, this may be understood as searching for the answers to the following questions: *Which universities are our direct competitors; whom with are we going to compete with for the applicants? Which are the pros the other universities may offer to the applicants; considering primarily those we are not offering them.*(These shall be in regards to the quality of studying programmes; overall financing of the university, budget for its functioning; the process of applicants admission proceedings, etc.) *Which are the disadvantages we have to face that the competitors seem not to be facing? What is the expected number of applicants considering the most recent statistic data?;* etc. Generally speaking, the university must be aware of their competitors' most recent marketing strategies in communication towards the applicants. The last mentioned fact leads us to considering creation of a brand new presentation method and makes us willing to undergo marketing research among our faculty students. Especially as IT oriented population seems to be growing, though, it is not yet visible in three years existence of Theory of Digital Games studying field applicant at our faculty. Digitalization of the application programe in all directions in foreign countries (especially those in the East from Slovakia, such as China and Japan who are the market leaders in the field) offers us a unique possibility for our own faculty hiring process level increasing.

⁶ KOTLER, P.: *Marketing Management: Analysis, Planning, Implementation, and Control, Volume 1.* Michigan : Prentice Hall, 1988, p. 776.

While evaluating the success of marketing communication campaigns of Slovak universities, we have to take into account the most recent research executed in 2014 by doc. Čábyová and Mgr. Ptačin that was pointed primarily at so-called benchmarking of marketing communication of chosen faculties of some Slovak universities. The theoretical basis of the research of our colleagues was based on Daniš' definition of benchmarking as *'a systematic and persistent comparison of products, services, practice and characteristics of organisational units enabling international competitiveness of companies'*⁷ and its self-speaking generalisation seeing benchmarking as *'observing the others with the aim of learning their ways of doing things'*.⁸ Čábyová- Ptačin's research, as it was executed just two years ago, pointed out at several factors having negative impact on success of marketing communication of chosen faculties in respect to the leaders on the market (1. The Faculty of Commerce of EU in Bratislava, 2. Faculty of Massmedia Communication of UCM in Trnava, 3. Faculty of Massmedia of PVŠ in Bratislava). Among others, here are some weak points leading towards marketing failures of low-ranked faculties:

1. Low budget attributed to faculties for their marketing communication (58% percent of asked faculties spend less than 5,000 €/per annum on their faculty acknowledgement among people),⁹
2. Little or insufficient targeting on faculty applicants (40% of marketing communication is meant for general public),¹⁰ no specific targeting,
3. Little or no up-to-date communication via social networks. This results in weakened effect of any PR activities and marketing messages shared.

4 Higher educational institutions marketing tools matrix

Getting back to the issue of insufficient financing of any marketing activities in the academic environment business, it is a pure fact that not many faculties are able to consult marketing specialists as their budget does not allow them nearly any advertising at all. Once a faculty chooses to pay for any kind of advertisement (that is on its own a costly decision), the door to professional counselling is definitely closed and the possibility of creation of a sustainable long-term marketing strategy and its building-up lays on the shoulders of internal employees of the faculty. That personnel is not only underqualified but also not paid for this task execution and as such the outcome of their work does not show any motivation and in most of the cases stays without any extra payment. In these condition, expecting any creativity from underqualified, low paid employees would be a complete utopia. Sometimes, the task of time-to-time willingness to use any marketing tool is even delegated to faculty students who are usually not motivated either, as there are only few of them who choose to continue in their studies after having passed three years of bachelor's degree studies or five years of their master's degree and continue in their doctoral studies. As such, their interest in the faculty is usually temporary and they are not able to respond to fast changing conditions on the academic field and the overall challenge of rather long-term marketing strategy vision creation. Moreover, such

⁷ DANIŠ, V.: Benchmarking – efektívny nástroj podnikového manažmentu. In *Hospodárske noviny*, 2003, Vol. 2, No. 35, p. 14.

⁸ Ibidem.

⁹ ČÁBYOVÁ, L., PTAČIN, J.: Benchmarking Comparison of Marketing Communication of Universities in Slovakia. In *Communication Today*, 2014, Vol. 5, No. 1, p. 54- 68.

¹⁰ Ibidem.

delegation from the faculty authorities to their employees and students is not a total leap of professionalism just and only in case of marketing and management field of study oriented faculties. There is no surprise that faculties of these specific fields of study are the current market leaders of above mentioned chart resulting from Čabýová - Ptačin's research.

Undiversified communication of the faculty towards their clients is the next most common failure. Clients, especially those applying for any academic studies shall not be treated as a mass, paying no respect to their age, education background and the level of impact they have on the applicants. May the faculty be successful in attracting attention of their clients as an undiversified mass, they fail in targeted communication providing information to individual studying programmes applicants. As a great example may serve a wide range of studying programmes of our own faculty; marketing communication, marketing communication, media relations and theory of digital games. These do not have much in common instead of their targeting on communication in various forms on various levels. At the same time, sometimes the applicants as high school leavers do not even have yet the sufficient experience and knowledge so that they can trace the true potential of humanic studies fields in today's individualistic, rather than corporate business. It is understandable that the same marketing message needs to be delivered in a different manner to somebody interested in business and commerce (possible marketing communication applicant) than to somebody interested in digitalization and computer programmes creation (possible applicant of theory of digital games). Here, we are ready to present a whole new concept of the way how to attract the latter mentioned studying programme applicants by means of highly digitalized persona creation, known also as avatars.

At last, it is a well-known fact that the most effective information sharing approach is social networks utilization. All applicants know their possible future alma mater web pages and if there is such a possibility, in the decision making process, they already follow their wished to be theirs faculty current social network profiles. A well-built up web domain shall consist primarily of an up-to-date faculty web page that is nowadays, in the digitalized age, an absolute must). May the faculty have no at disposal their own web page and they are only sheltered under their university web domain, the applicants might feel insufficiency of faculty specific info, or may not be willing to 'click-through' many links in the faculty, so-called bio page.

Well-targeted marketing campaign of a university (with a well built up creative side of the campaign and good timing) has the potential of spreading fast just like the mexican wave, for example via viral videos on several social networks. The best timing proves to be shortly before the applicants post their applications for university studies (as youngsters live rather fast lives and are not willing to remember 'unnecessary' information for long) as well as shortly after acceptance letters from the universities are sent back to the applicants. The latter is mostly the case of those students who are of higher potential, as marketing messages directed to them at this specific time would usually support them in the decision making process which university to choose among those, where the applicants were successfully accepted. The aim of such a campaign is to persuade these high quality applicants to choose our faculty for their studies. This decision should in return be a mutually

beneficial deal of getting highly potential individuals in exchange for the best available education in field our faculty is able to provide.

Other possibility how to get potentially high quality, academic students is trying to allure foreign applicants or already current university students. Nowadays, when there exist economic and political clusters such as European Union, academic migration is no longer an unachievable desire of high social profile students. Basically, any student may apply for foreign university studies, taking into account wide possibilities of obtaining studying grants for this purpose. In Slovakia, a foreigner may apply for studies on any public or private university as such academic migration is supported from various governmental as well as non-governmental institutions in the form of financial grants. Intergovernmental agreements between countries are the usual practice when a student may be sure their credits from a foreign high educational institutions are either fully or partially acknowledged on their home country university. As it has proven many times from direct experience of foreign students, sometimes there may occur such absurd issues they face as bad translation of English mutation web pages of the faculties, low or no support in the bureaucratic process of governmental documents needed for the purpose of foreign country student acceptance, etc. As a professional in the field of translation and interpretation, I consider tragically low quality of translation and actual info providing to be the most significant index that some faculties have not yet fully understood foreign students potential for their own faculty academic level increase. A well translated web page (at least into English language) is a must and good quality of web page localization may only support targeted applicants to come and visit not only virtually their preferred faculty abroad. In case of competing faculties, a good localization of the faculty web page along with direct support offered to foreign applicants in the bureaucratic process may be the crucial factor in their decision making. The greatest challenge for Slovak universities in this field is to elevate not only competitiveness of the university in Slovakia but also abroad among foreign universities, starting with the ones from applicants country of origin.

Another thing that may help the applicants to imprint a faculty into their conscience is rigid adherence to design manual. Design manual is in the digitalized age a professional issue showing faculty capabilities and experience in digital media advertising. It is the alfa and omega of a whole-pack, compact grafic concept of faculty web page in all its language mutations and it helps the applicants to identify any visual message delivered to them to be straight away linked with the faculty name and focus, straight away in applicants' subconscious. Foreign students coming from all around the world would enable the faculties to avoid standardized studying practices to be seen as the best possible choice as well as support faculty's outlook, especially towards globalisation and widening their studying programmes scope (procedures and practices). This is one of the ways how to increase and elevate the level of awareness of Slovak faculties abroad proving its high quality.

Conclusion

After having considered the actual budget of FMK faculty, its professionals potential and their availability at the faculty, creativity of our personel along with high loyalty

of our employees and students, creation of a brand new advertising project directed uniquely on separate studying programmes as a highly targeted outcome of our advertising activities seems to be an interesting, though challenging option. Indeed, we dare to launch on the path of research for an ideal propaganda for each and every studying programme at our faculty, starting from the theory of digital games through media relations as these two are brand new in our faculty portfolio and as such probably not yet well-known as our other well-settled studying programmes. As we have learnt from foreign universities' web pages, the potential to allure students of above mentioned studying programmes may be attracted by persona creation. Youngsters are no longer attracted by pure data providing as these are available at one click on their smartphones. Creativity has proven to be the only thing able to attract their attention for longer than one second making their brains work harder and imprinting the wished marketing message into their conscience hoping it will pop-out once they will apply for the university studies.

We have decided to pay our attention to alluring potentially high profile applicants by avatars creation as a unique way how to communicate to our clients both our professional capabilities as well as actual student's life introspective. Our next step after research execution would be entering into dialogue and subsequent cooperation with our current digital games' lecturers and students. We would like to challenge the latter for their studies experience sharing via avatars persona creation by means of their lecturers' technical support. This persona creation shall be a part of the studying programme project during students' actual studies. Direct experience of student's life sharing by technical means of digital games knowledge seems to be a great way how to attract applicants interested in this field of study. As it is said, one look is worth a thousand words. Launching a one season, well-prepared campaign would bring us more information. For this purpose, we have prepared this paper, reasoning our decision *to go into something new* and accept the challenge of digitalized era to present digitalized knowledge.

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APPLICATION OF ECONOMETRICS IN MARKETING AS A SIGNIFICANT TOOL OF BRANDING IN THE CONTEXT OF DATA ANALYSIS, MINING AND MUTUAL DATA CORRELATIONS

Martin Hudec

Abstract

Statistical analysis of obtained consumer data of various kinds is a fundamental factor for marketing researchers dealing with research based on the selection of a representative sample of interest, whose characteristics are derived from the characteristics of the sample. Along with the development of marketing has also incredibly increased demand for ever more sophisticated statistical techniques that would allow more and more meaningful analysis of the growing number of existing and obtained consumer data. A more sophisticated analysis, however, were relatively recently limited to specific type of variables. Performing statistical analysis was partially restricted by the requirements for normal distribution of variables and their cardinal character, since a large majority of data variables received by marketing researches had an ordinal or even nominal character, so naturally having a categorical variable type that usually cannot be analysed using standard statistical methods. The aim of this research paper is the methodological demonstration of factor analysis as an econometrics tool used in marketing for consumer branding in the processes of data analysis, mining and their correlations.

Key words:

Consumer and Branding. Corporate Branding. Econometrics. Marketing Research. Statistical Analysis.

1 Concept and Principles of Factor Analysis in Marketing Research

If we want to seriously address the issue of corporate consumer branding in marketing research, it is necessary at the outset of our efforts to define some basic concepts. Above all, we must focus on defining marketing research as such. First of all, marketing research considered is considered to be a corporate function, which connects the organization to its markets through information gathering. This information is then used to identify and define market opportunities and problems induced. Secondly, it is used to analyse, create, revise, control and evaluate marketing campaigns. Thirdly, it also serves to monitor marketing results and to improve understanding of marketing as a business processes.¹Every corporation needs to understand the needs of their customers and especially understand their needs at the right time. To be able to meet their changing needs, it is necessary to build systematically functioning unit that processes information.

Such a unit is called marketing information system (MIS), which is also part of the department of marketing research. Furthermore, marketing information system includes personnel, equipment and information technology for collecting, sorting, analysing, evaluating data, information and distributing them in a timely and accurate matter for marketing decisions, meaning that the system lies primarily in its ability to facilitate search for new market and consumer opportunities, reducing business risks, streamlining decision making and marketing-management processes as such. Well set marketing information system is able to efficiently absorb and process huge amounts of information about products, channels of distribution, sales,

¹ KOTLER, P.: *Marketing Management*. London : Pearson, 2015, p. 832.

customers, competitors and external environment, while it can combine data from different sources, eliminate duplication and ensures consistency and compatibility. We can conclude that marketing information system is user focused on provides information to management or marketing researchers and at the same time, good marketing information system aligns information that managers and marketers require to those that really need.

Information processing in MIS essentially runs on four basic levels. The first one is the internal information system. Under this system there are processed information on orders, sales, pricing, accounts receivable, debt, etc., although this information is obtained inter alia from its own accounting and statistical records, financial statements, analysis of economic activities and enterprise reporting vendors. Part of the data recorded in internal information system is all sorts of information on suppliers, customers, competitors and distributors (including non-trading data). The second part of MIS is marketing intelligence system. Its job is to collect information about external business environment and to identify which of the information is necessary for management. Irrevocably an important role plays system of suppliers and providers of secondary data. The third part of the MIS is known as marketing decision support systems. It is a coordinated set of data subsystems, tools and techniques helping organizations to collect and interpret relevant information from rapidly changing external environment combined with dynamic information base, serving managers in creating better marketing decisions during decision-making.

Conclusively, the fourth and the most important part of MIS is marketing research as a systematic identification, collection, analysis, evaluation of information and conclusions corresponding to a specific marketing situation.² Basically, the point of it is making sure that organizations and their marketing departments especially, are able to obtain and process information which they would not be completely able to generate in their other subsystems. In doing so, the information is processed in the form of research studies that focus on specific problems and opportunities for companies, such as advertising effectiveness, forecast demand and consumer branding in a selected specific region. In order to describe variability among observed correlated variables (e.g. consumers, brands, portfolio, markets specifics) is in marketing research and behavioral sciences used factor analysis, originating in psychometrics. For example, it is possible that variations in nine observed variables mainly reflect the variations in three underlying, therefore yet unobserved variables, looking for such joint variations in response to underlying latent variables.

Factor analysis as an analytical tool accompanies the social sciences for over 100 years. The pioneer of this statistical method is traditionally considered to be UCL Professor Charles Spearman, who in 1904 published his classic study of the general factor of intelligence in which he used multiple correlation and regression analysis to explain the correlations between several variables that represented different students' performance. Additionally, Dr. J. C. Maxwell Garnett have published in 1919 a research on the basis of which it was possible to extract more than two factors from the correlation matrix. Dr. Louis Leon Thurstone has significantly helped to develop, in 1930s, the theory of factor analysis and its applications focused on the

² AAKER, D., KUMAR, V.: *Marketing Research*. New York : Wiley, 2015, p. 768.

concept of factor intelligence in the field of intelligence research, very well known as G theory. Paradoxically, this theoretical dispute led to a methodological development of factor analysis. Moreover, the second half of the 20th century has led to the expansion of the cardinal factor data analysis to the nominal - categorical data and there were once again developed new mathematical and statistical procedures, namely progress and development of nonlinear forms of factor analysis.

At the same time, during the 20th century has occurred a gradual shift away from the conception of factor analysis as a tool, to test theoretical hypotheses towards a conception of exploratory factor analysis tool. The most significant modern factor analysis development, nowadays used in marketing research, was done by Dr. Raymond Cattell, who has expanded on Spearman's idea of a two-factor theory of intelligence after performing his own measurements using multi-factor theory to explain intelligence, addressing alternate factors in intellectual development, along with motivation and psychology. Dr. Cattell has also developed several mathematical methods for adjusting econometrics graphs, leading to the development of theory of fluid and crystallized intelligence. Inherently, the basis of the theory of common factor is the set of manifest variables analysis, researching latent variable that explains the relationship between observed variables. Each of the manifest variables is dependent on the independent variable - factor, while the relationship between the set of dependent and independent variables can be written using a system of regression equations, where Y_k expresses manifest variables, X expresses factor, β_k expresses regression coefficients of factor analysis and e_k expresses the remnants of the dependent variables unexplained by means of relationships with independent latent variable:³

$$\begin{aligned} Y_1 &= \beta_1 X + e_1 \\ Y_2 &= \beta_2 X + e_2 \\ Y_k &= \beta_k X + e_k \end{aligned} \quad (1)$$

The second important concept of factor analysis is the concept of partial correlations, analysing two dependent variables Y_1 , Y_2 and one independent variable x . For a better practical understanding, we can demonstrate it on situation, where during marketing research, we choose from a group of potential customers (customers, population, segment) those who have the same level x , and in this potential group we measure the correlation between Y_1 and Y_2 . This correlation is called partial correlation with the exclusion of variable x . The importance of this type of correlation is that we can explain correlation between variables Y_1 and Y_2 , explained by their common correlation with the other variable x . Calculation of partial correlations can be performed using the following formula, where $r_{jk \cdot x}$ expresses partial correlation of variables j and k , with the exclusion of the variable x .⁴ Moreover, if the partial correlation equals to zero, it means that the independent variable entirely explains the relationship between the dependent variables (naturally in marketing practice, by the term variable we mean customers, population, segment in

³ GORSUCH, R.: *Factor Analysis: Classic Edition*. London : Routledge, 2014, p. 464.

⁴ WALKEY, F., WELCH, G.: *Demystifying Factor Analysis: How It Works and How To Use It*. Bloomington : Xlibris, 2010, p. 138.

order for an effective data mining, their analysis and implementation into specific market branding):

$$r_{jk.x} = \frac{r_{jk} - (r_{jx}r_{kx})}{\sqrt{(1 - r_{jx}^2)(1 - r_{kx}^2)}} \quad (2)$$

Assuming that all the regression specified in the equation system (2) are linear, the partial correlation of two dependent variables j and k , excluding the influence of x , is equal to the correlation residues regression of each of the independent variable x . In other words, if $j=Y_1$ and $k=Y_2$, then $r_{jk.x}=r_{e1e2}$. The default situation of marketing factor analysis can be described as that we know correlation matrix of n dependent variables y_i ($i=1...n$), but we do not know variable x , nor we do not know its correlation with variables y_i . Then it is possible, for each correlation matrix with more than three variables to formulate restrictive and refutable hypothesis about whether this matrix can be explained by using variables correlation with some unknown variable x .⁵ If we find that it is not possible to describe the relationship between the dependent variables using one independent variable, we can try to increase the number of independent variables. Furthermore, in order for partial correlations of dependent variables equal 0, we need to exclude the impact of independent variables, according to the following condition, where p and q refer to the independent variable x_p, x_q originating from the set of x_1, \dots, x_m . Once we have a number of factors m greater than 1, the correlation of variables with common factors is no longer determined unambiguously by the correlation matrix.⁶ This means that there are infinitely many sets of unobserved independent variables to explain the observed set of dependent variables:

$$r_{jk} = r_{j1}r_{k1} + r_{j2}r_{k2} + \dots + r_{jm}r_{km} = \sum_{p=1}^m \sum_{q=1}^m r_{jp}r_{kq} \quad (3)$$

2 Modern Factor Analysis and its Practical Application

Exploratory factor analysis represents a modern approach to marketing research, monitoring following aspects and goal. First of all, the aim of exploratory factor analysis is the reduction of examined data and the identification of hidden dimensions in their structure. When we realize that the number of non-redundant correlation rapidly increases with each analysed variable (the total number of such correlation for k variables is equal to $\frac{1}{2} * k * (k-1)$), data reduction is naturally necessary. Second objective pursued by exploratory factor analysis, can be described as classification of variables. This objective is very closely related to the first one, because in addition to the actual reduction of the number of variables it is desirable to find an adequate factual interpretation, since the vast majority of the variables in marketing research analysed cannot be measured directly, so it was necessary to develop a technique that can detect these hidden variables in the data collected or during consumer data mining.

⁵ FABRIGAR, L., WEGENER, D.: *Exploratory Factor Analysis (Understanding Statistics)*. London : Oxford University Press, 2011, p. 176.

⁶ WOOLDRIDGE, J.: *Introductory Econometrics: A Modern Approach*. Boston : Cengage Learning, 2015, p. 789.

Thirdly, exploratory factor analysis offers material exploratory factor analysis, therefore data reduction for several interpretable latent variables. During practical implementation of exploratory factor analysis, marketers must first construct mathematical and statistical models and define its parameters on a selective basis to estimate nm factor loadings f_{jp} , both n variances regression residues, i.e. uniqueness. In order to identify model parameters used for data mining and branding, we will analyse in detail the procedure by which the model is compiled, using our own example application (we have set value 2, for more interesting outcome, as a beginning example determinant, but measurement can be illustrated using any beginning set value. Naturally in real market there would be more initial values, representing consumers – brands – different groups, obtained from the data mining), based on Professor Roderick P. McDonald model of mutual correlations selection matrix of dependent variable A .

$$A = \begin{bmatrix} 2,000 & 1,400 & 1,200 & 1,000 \\ 1,400 & 2,000 & 1,200 & 1,000 \\ 1,200 & 1,200 & 2,000 & 0,800 \\ 1,000 & 1,000 & 0,800 & 2,000 \end{bmatrix}$$

On the basis of our matrix we will estimate the factor pattern matrix of the basic set, therefore the nut factor loadings f_{jk} :

$$F = \begin{bmatrix} -1,684 \\ -1,684 \\ -1,414 \\ -1,174 \end{bmatrix}$$

From the upper estimation we can set the correlation matrix of the dependent variable using the following McDonald's mathematical formula:⁷

$$\hat{r}_{jk} = f_{j1}f_{k1} + f_{j2}f_{k2} + \dots + f_{jm}f_{km} \quad (4)$$

Our correlation matrix of the dependent variable will look like this:

$$\hat{R} = \begin{bmatrix} 1,418 & 1,418 & 1,190 & 0,988 \\ 1,418 & 1,418 & 1,190 & 0,988 \\ 1,190 & 1,190 & 0,998 & 0,930 \\ 0,988 & 0,988 & 0,830 & 0,690 \end{bmatrix}$$

From the upper measurement, we can derive residual matrix as the difference between residual correlation matrix selection and the set of estimated correlation coefficients:

⁷McDONALD, R.: *Factor Analysis and Related Methods*. New York City : The Guilford Press, 1985, p. 272.

$$A - \hat{R} = \begin{bmatrix} 0,582 & -0,018 & 0,010 & 0,012 \\ -0,018 & 0,582 & 0,010 & 0,012 \\ 0,010 & 0,010 & 1,002 & -0,030 \\ 0,012 & 0,012 & -0,030 & 1,310 \end{bmatrix}$$

From the main diagonal of the matrix, then we (marketers) can read the values of uniqueness used for marketing segmentation and branding (in our case unique values are 1,002 and -0,030, but naturally in bigger groups there are usually more unique numbers). Secondly, from our measurements we can also see groups of same numbers – values, which in real life represent customers or group of customers based on different needs. After having determined parameters of factor analysis, usually in the second phase, marketers create, in their research, models of simple structure, transforming matrix factor loadings (traditionally called spin of factor or factor rotation) for better segmentation and branding.

Over the time, researchers have derived many new ways of factor model parameter estimation. The most popular and often used for factor extraction is the least square method of factor analysis, which has been developed by Professor Peter Whittle, which requires marketers data analyzing program, using mined consumer data, that will give the best estimation. Professor Whittle's model looks as following, where a_{jk} is a selective correlation of observed values and \hat{r}_{jk} are correlation estimates calculated according to the following formula:⁸

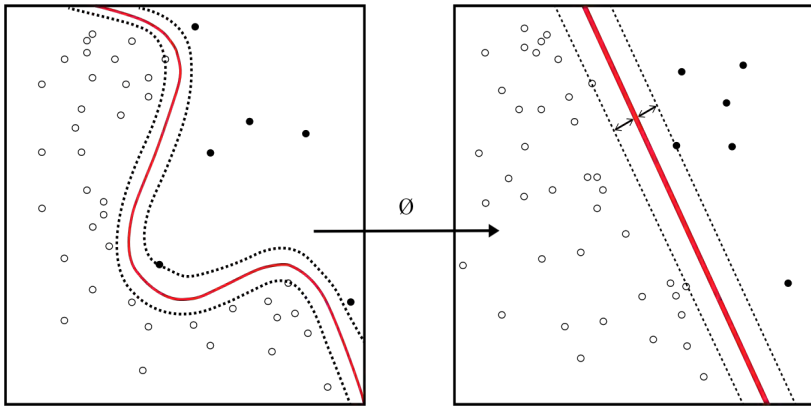
$$Q = \sum_{j=1}^n \sum_{k=1}^n (a_{jk} - \hat{r}_{jk})^2 \tag{5}$$

The second most often used measurement method is the method of maximum likelihood estimation of the parameters used to process factor model, resulting in such a set of estimated parameters of consumers, which has the greatest likelihood/probability, based on the choice of the basic set. The same as in the least-squares method, the output is value Q , and the parameter estimation using maximum likelihood is a match of the estimated parameters of model and selected data, in our case represented by the likelihood ratio λ , which rises when deviations a_{jk} rise as well from \hat{r}_{jk} , while it has three important features.

$$df = \frac{1}{2} \left\{ (n - m)^2 - (n + m) \right\}^u \tag{6}$$

First of all, it is a measure of contrast of parameter estimation with the given selective correlation matrix. This measure is independent on the type of the distribution, expressing how the residual correlation matrix approaches or converges towards the identity matrix. Secondly, it represents a likelihood ratio for the testing of concrete hypothesis of m factor correlation matrix, against the alternative not otherwise specified hypothesis. Thirdly, we are assuming normality and a relatively larger selection of a χ^2 distribution.

⁸ RENCHER, A., CHRISTENSEN, W.: *Methods of Multivariate Analysis*. New York : Wiley, 2012, p. 800.



Picture 1: Kernel Method Converting a not Linearly Separable Dataset into a Linearly Separable One during Data Processing

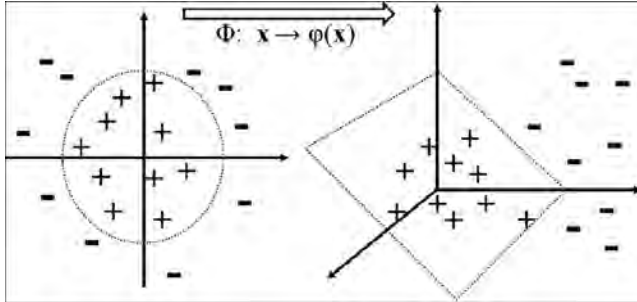
Source: *Science, Models and Machine Learning*. [online]. [2016-09-08]. Available at: <goo.gl/LgtFgx>.

Because the implementation of the exploratory factor analysis, it is also important for marketers to perform χ^2 , since they are able to better determine the maximum number of factors that still make sense for them to extract. Additionally, when λ does not exceed the value of χ^2 , often set at the level of 5%, marketers have no reason to reject their hypothesis about the number of selected m factors, in favor of the hypothesis that the number of factors is greater⁹. Software that nowadays marketer commonly use offers the ability to determine the number of factors, using the procedure that ends the process of extracting factors at the moment when all factors are excluded, with values are greater than one, since values that are less than one indicate that the factor explains a smaller part of the total variance than any of the original observed variables. These values are subsequently plotted on a graph called scree plot, which helps to determine the number of factors. Marketers usually select a number of factors equal to the number of factors that are in the chart above the quarry plotted curve, illustrated in Picture 1, also known as the Kernel method, which is a class of algorithms for pattern consumer analysis and their behavior used for branding and segmentation.

Once marketers have estimated the parameters of factor model in such a way that they are optimal, they can start looking for a set of parameters that most closely approximates the so-called simple structure, based on the fact that if we get one set of estimates, we must realize that for it there are infinitely many other alternatives that would reflect our data as well. Simple structure describes the cross-correlation of observed dependent variables using the minimum possible number of the extracted factors, meaning that the goal of the transformation is to achieve a state in which each variable has a non-zero load on the fewest number of factors. Transforming factors in the scientific literature as traditionally called factor

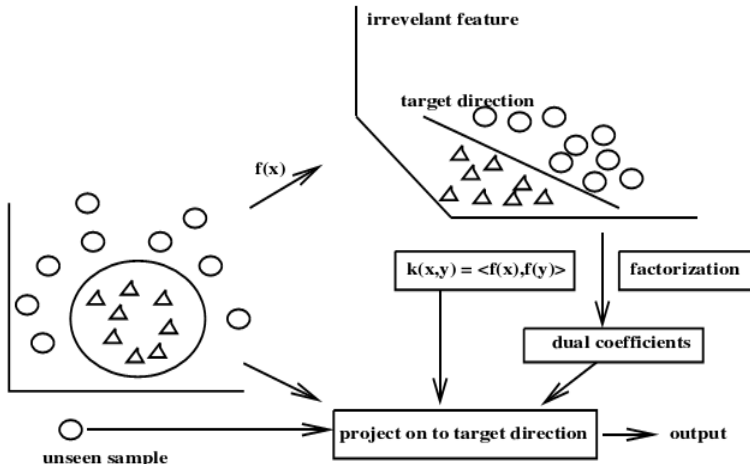
⁹ GARSON, D.: *Factor Analysis*. London : Amazon Digital Services LLC, 2013, p. 149.

rotation. The last phase of exploratory factor analysis is a factual interpretation of extracted factors. This process is intended to identify important dimensions by which marketers can investigate units (whether of consumers or various products) and subsequently differentiate their products, services in order for branding to be successful. Pictures 2 and 3 illustrate software algorithm used after the process of data mining, transforming the non-linearly separable dataset from the input space to the high dimensional space using kernel methods and factorization.



Picture 2: Transforming the Non-linearly Separable Dataset from the Input Space to the High Dimensional Space

Source: *Peripheral Blood Smear Image Analysis: A Comprehensive Review*. [online]. [2016-09-08]. Available at: <goo.gl/DoWdzv>.



Picture 3: Factorization Aiding in Analysis of the Data and Detection of Inherent Regularities

Source: *Kernel Methods and Factorization for Image and Video Analysis*. [online]. [2016-09-08]. Available at: <goo.gl/gQLA7e>.

2.1 Determinants of Factor Analysis Functioning

Like virtually every econometrics method focused on data analysis of statistical character, factor analysis also alludes on a variety of constraints relating to the nature of the researched variables and relations between them. The most important is the adequate sample size, where the minimum of recommended number of cases in the selection is equal to the number of extracted factors. Secondly, it is multicollinearity as the presence of the characteristics of the analyzed data file, indicating the presence of redundant variables, which leads to the fact that the input matrix is singular, and therefore cannot compute the inverse matrix. Third important prerequisite of factor analysis, rather than purely mathematical kind, is the correlation of the individual dependent variables to be high enough, since it is often required that these correlations are greater than 0.30. Fourth assumption, in order to get a meaningful output, is the examined linearity relationship, since factor analysis is in principle a linear procedure. The assumption of linearity is interconnected with homoscedasticity assumption, however, this assumption is not considered very significant. Furthermore, multivariate normal distribution is indeed required for a series of tests of statistical significance that accompanies factor analysis, but the procedure itself does not require adherence to normality. Lastly, there is the assumption of intermittent nature of the analyzed variables¹⁰.



Chart 1: Example of Consumer Branding

Source: *Consumer Chart*. [online]. [2016-09-08]. Available at: <goo.gl/02ivjf>.

Factor analysis is primarily designed to study continuous variables, assuming continuous variables (factors), since over a half of all variables measured in the social sciences is categorical in nature, therefore thanks to factor analysis, marketers are able to analyze ordinal variables in two different directions. The first one focuses on the expansion of factor analysis for categorical data, therefore, seeks mathematical and statistical procedures that would lead to the possibility of explaining the

¹⁰ PAGES, J.: *Multiple Factor Analysis by Example Using R*. London : Chapman and Hall/CRC, 2014, p. 272.

observed categorical variables using continuous variables, describing latent manner by a number of methodological innovations, finding the right type of correlation coefficients for performing factor analysis of ordinal variables. The second approach focuses on the idea that it is possible for the latent variables to be considered as categorical variables and not continuous, since indeed more than half of all surveyed variables in the social sciences is categorical, whether it is an observed or latent variable. This means that marketers can work with the fact that essentially any variable can be measured as nominal or ordinal, which means that they can convert any consumer data to categorical.

Conclusion

The global market of the 21st century has become a place where more and more demanding customers are seeking their satisfaction among countless competing offers and brands, where supply greatly exceeds demand. Brands have become the global currency of success. Thus, companies must come up with increasingly sophisticated products and services, not only trying to overtake their opponent, but also to show their position as leaders and thus not to disappear from the market. Factor analysis represents a key source for acquisition and processing relevant information in marketing research, largely dissipated for subsequent segmentation and branding as multivariate statistical method that aims to create new variables and seeks to reduce the scope for data with the minimum loss of information. It is based on the assumption that the dependence between the monitored variables are due to the effects of a fewer immeasurable quantities which are referred to as common factors. These common factors are defined as a linear combination of the original variables. Factor analysis is able to use the common factors that are considered to be the underlying causes of mutually correlated variables, in order for the best and easiest way for marketers to explain and clarify observed dependence, while it was primarily designed as a tool for analysis of continuous data, the outputs of which are continuous factors allowing rotation of factors. It can be applied also in exploratory mode if marketing analysts do not have a precise idea about the nature of relationships between the studied variables and if it is used correctly after the process of data mining, it is a great tool to see into consumers' minds and become market leader.

Acknowledgement: This research is part of the project of University of Economics in Bratislava for young researchers and PhD. students number I-16-106-00. "Innovation progress in academic environment."

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METHODS OF TRADEMARK EVALUATION

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Abstract

The value of trademarks became important when companies began to realize that the value of these brands is an essential part of the company value. The terms brand and trademark are often interchanged. To clarify, a trademark is used in the economical and marketing fields and a brand is a legal concept. Simply put a trademark is a registered brand name under the competent authority. Since medium and large companies spend considerable resources on advertising and marketing to sell their products or services under their brand it is necessary to protect them from unauthorized use. On one hand a trademark is used to present the prestige of a certain company while on the other hand it saves costs and brings greater returns. This impact on business can be quantified as trademark value.

Key words:

Brand. Brand name. Evaluation. Evaluation methods. Marketing. Trademark.

Introduction

Goods with a brand name as well as trademarks have a great promotional, guarantee and information value and they help to commercialize branded products. Established brands and trademarks present certain privileges which are reflected in pricing. A customer is willing to pay extra for products because of prestige reasons and a certain guarantee of quality presented by the brand.¹ In the past business success was associated mainly with optimum utilization of material resources. In the present, because of the growth of competition, management of immaterial property rights is getting into the spotlight of entrepreneurs. From a financial perspective a brand reflects how much customers are willing to pay for the same product of competition just because of a brand. A brand is a combination of symbols, words or designs which distinguish a particular product of a company from those of the competition. The term brand also describes a certain product line of a company. For example regular, instant and decaffeinated coffee can all be the same brand. The legal term for brand is brand name.² Trademarks belong to important legal tools of companies.

They serve not only to identify the origin of their products and services but they also create a relationship of trust with the customers by presenting their name and offering a guarantee of consistent quality and reliability of products or services.³ Trademark is a legal term for brand. A trademark is a name, symbol, title, slogan or mark which discerns a product of one vendor from products of other vendors. A trademark ensures that the branding of a company can not be broken or damaged by the competition. Advertisers, producers and vendors can have trademarks registered under the Patent Office. A trademark used by its owner to brand goods and/or services consistently and in the same manner significantly supports the distribution of these goods on the market because it leaves an impression of desirable positive associations related to the quality and performance of its products. A trademark is

¹ ŠUPÍN, M.: *Medzinárodný marketing a obchod*. 3rd Edition. Zvolen : Vydavateľstvo TU, 2006, p. 216.

²CLEMENTE, M. N.: *Slovník marketingu*. Brno : Computer Press, 2004, p. 122.

³SUJA, J.: Ochranná známka spoločnosti (CTM) a správne konanie pred úradom pre harmonizáciu vnútorného trhu (známky a vzory) – OHIM. In *Duševné vlastníctvo*, 2002, 3/2002, p. 25.

one of the oldest institutions of industrial property. The purpose of a trademark in market economy is the protection of competitive position of the trademark owner and also the creation of optimal conditions for market entry and persistence.⁴

1 Trademark evaluation process

An important prerequisite in determining the value of a trademark is an analysis and forecast of the company status. The analysis is built upon several steps which map not only the financial position of the company but also micro and macroeconomic environment. At the beginning a strategic analysis is made. It evaluates the internal and external potential of the company. The external potential includes information about the market environment. It involves a macroeconomical analysis and an analysis of the field in which the company operates. The output is a forecast of sales growth of the relevant market. The internal environment is based upon an analysis of competitive position and the strengths and weaknesses of the company. It is important to know whether it is able to compete or whether its market share will decline because of a weakening competitive position. The output is a forecast of the market share of a company. Based on the analysis of internal and external income potential we can define a sales growth forecast and define the factors which will predict the survival of a company on the market.

Build upon the strategic analysis is a financial analysis which evaluates the financial health of the company based on the analysis of financial statements, ratios and credibility models. In theory and practice there are many models used for assessing financial performance and likelihood of bankruptcy.⁵ A forecast of value generators follows. These are indicators that affect the value of a company such as revenues, operation profit margin, working capital investments and fixed assets investments. Other factors further include the discount rate which carries the risk level, capital structure i.e. in what situation are capital and reserves and other sources and the expected duration of a company. Based on these analyses is constructed a financial plan in the form of planned balance sheet, income statement and statement of cash flows needed to determine the value of a trademark. Since the existence of a trademark is directly tied to the existence of a company the health assessment is an important part of determining the value of a trademark.

2 Trademark evaluation methods

Evaluation of property is one of the basic roles of an expert report.⁶ Currently there are various reasons to determine trademark value as a part of intangible assets. The main reasons include accounting in the balance sheet; accounting purposes and tax

⁴DOBIŠOVÁ, M.: Ochranná známka a jej význam pri podnikaní. In *Medzinárodné vedecké dni '99: Ekonomika poľnohospodárstva na prahu tretieho tisícročia.I. sekcia: Manažment a marketin. Zborník vedeckých prác*. Nitra : SPU, 1999, p.15.

⁵HARUMOVÁ, A., JANISOVÁ, M.: Hodnotenie slovenských podnikov pomocou skóringovej funkcie. In *Ekonomický časopis*, 2014, Vol. 62, No. 5, p. 528.

⁶HARUMOVÁ, A.: Možnosti uplatnenia metódy EVA pri ohodnocovaní pohľadávok. In *Ekonomický časopis*, 2003, Vol. 51, No. 4, p. 465.

obligations; evaluation of company assets in case of emergence of new companies for example by fusion, merging, joining or because of ownership changes, splitting without creation of new legal entities; entering into licence or franchise agreement and others. Basic trademark evaluation methods are given in the next chart.

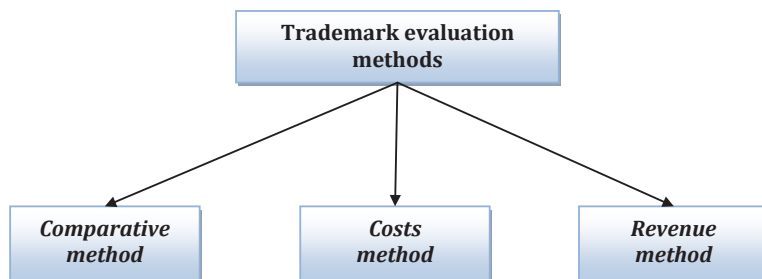


Chart 1: Trademark evaluation methods

Source: Own processing based on: JAKUBEC, M., KARDOŠ, P., KUBICA, M.: *Riadenie hodnoty podniku*. Bratislava : Kartprint, 2005, p. 163.

The comparative method is used on a small scale in Slovakia. The costs method is used only in the case of new trademarks or if a trademark is not in use. The costs method is used mostly when a company is bankrupt. In Slovakia the revenue method is mostly used, specifically the method of licence analogy.⁷ In the Czech Republic the point method is widely used.

3 Evaluation of trademarks using the comparative method

The basic principle of this method is to find a comparable trademark which was recently traded on the market. This method draws from market information. When applying this procedure first a corresponding market is chosen. Then all available information about transactions with a comparable trademark on this market are gathered. The information is then analyzed and checked if it is still actual. Comparable trademarks are then chosen and each one is analyzed. Then follows the comparison of chosen trademarks with the trademark in question, a summary of all gathered information and a calculation of market value of the trademark.⁸ During the analysis of comparability all factors which influence the end result must be accounted for. This is mostly the business environment and enterprise information. It is very difficult to gather transaction data because not all trademark transaction information is available. There is also an issue with the comparability of similar trademarks. Every company is unique whether because of its size, item of trade, company structure, strategic decision making, company policy etc. The value of an enterprise and its assets is connected to this. It is even more so in the case of trademarks because their value is affected by factors which can not be easily compared (i.e. image, graphical execution, customer awareness and such). For a

⁷KARDOŠ, P.: Ohodnocovanie ochranných známkov v SR – legislatíva a prax. In *Duševné vlastníctvo*, 2010, 2/2012, p. 15.

⁸MALÝ, J.: *Obchod nehmotnými statky. Patenty, vynálezy, know-how, ochranné známky*. Praha : C.H. Beck, 2002, p. 131.

complex evaluation of a trademark comparative characteristics are used. These include: The subject of trademark protection, the field in which a trademark is used, economical conditions on the market, the type of a trademark, the existence of nonstandard financial conditions during trademark exchange and other economical characteristics.

4 Evaluation of trademarks using the costs method

There are two ways to determine trademark value using the costs method. We can either calculate the real costs spent on building a trademark or we can try to calculate the costs needed to build the trademark again.

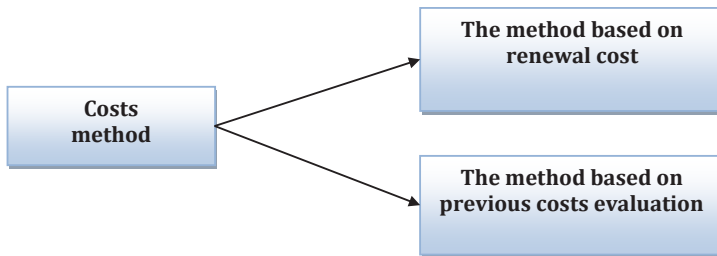


Chart 2: Costs methods

Source: Own processing based on: MALÝ, J.: *Obchod nehmotnými statky. Patenty, vynálezy, know-how, ochranné známky*. Praha : C.H.Beck, 2002, p. 131.

The method based on renewal cost

Calculating trademark value using this method is simple if the company has records about the real costs spent on building it. According to some authors *“the value of a trademark can be calculated by defining the value of an exact copy of the item in question and then determining a factor of appreciation or depreciation”*.⁹

The method based on previous costs evaluation

This method is used when the company does not know the real costs and uses the principle of substitution. This means we try to calculate the costs of compensation for the evaluated property. We distinguish the method of gross resources return from the method of modified resources return.

5 Evaluation of trademarks using revenue methods

Revenue methods are used most frequently. They include the income rate method, residual revenue method, expected income loss method and license analogy method.¹⁰ In Slovakia the license analogy method is mostly used.

⁹JAKUBEC, M., KARDOŠ, P., KUBICA, M.: *Riadenie hodnoty podniku*. Bratislava : Kartprint, 2005, p. 167.

¹⁰MALÝ, J.: *Obchod nehmotnými statky. Patenty, vynálezy, know-how, ochranné známky*. Praha : C.H.Beck, 2002, p. 133-134.

License analogy method

This method is based on a premise that the value of intangible assets is equal to the most probable price paid in the market for approval of using the same or similar design or for its exchange. The right to use it is charged with a financial compensation, usually in the form of license fees depending on the real value of production. The payment is in most cases set as a percentage of gross sales value. Companies with a registered trademark have an advantage and can achieve higher income. Companies without a trademark have a weaker position and in order to not weaken their competitive position they buy a trademark license from other companies. They pay license fees for this service. Companies which own a trademark save money this way. With the license analogy method we use a basic formula given in this equation:

$$HV = \frac{RV * LP * KZ * PM}{KD}$$

where:

HV – trademark value in the given year

RV – production scale

LP – license fee

KZ – depreciation or appreciation ratio

PM – intangible assets share

KD – discount rate

Production scale – represented by planned income shown in the financial plan. In this case we mean income and not returns or cash flow because trademark license fees are based on the income of a company.

License fee – license fee is a fee paid for using a trademark license. There are several options to set a license fee value. It can be set as a percentage of income or profit or a combination of the two. Usually it is 20 – 45 % of profit. However since there is a set profit for the annual production scale the licence fee is roughly 0,5 – 10 % of actual profit. Many factors affect what percentage of profit from this interval is chosen. Factors which affect the license fee positively are mostly the general renown of a trademark, the use of a trademark in conjunction with the name/logo of the company, the duration of trademark protection, scale of trademark protection abroad, simplicity and a good memorability of a trademark. On the other hand, factors that affect the license fee negatively are the use of a trademark in a field where the use of a trademark have no significant value, the scale of protection abroad and a poor economic results of a company.

Depreciation or appreciation ratio – with some types of assets a depreciation ratio is used. But in the case of a trademark we expect its value to increase annually and so we use appreciation ratio.

Intangible assets share – defines what portion of products is protected by a trademark because not all companies have all of their products protected. For example they have a different or no trademarks for other types of products.

Discount rate – serves to recalculate the calculated license fee to present value. It should include risk-free rate of the country but also the risk of liquidity loss.

The point method

This method is based on a point evaluation of intangible assets. The procedure is as follows:

1. The trademark is given points based on 11 criteria.
2. The sum of points is then multiplied by level of renown which 1 - 5 points. The trademark can then get a maximum of 550 points.
3. The annual profit of the company has to be known. The method assumes that this profit will be constant for 20 years and 50% of it will be generated by the trademark.
4. Then a situation is proposed that the trademark does not exist. In that case a new trademark would have to be created, industrially and legally secured and introduced into the market.

In the next table there are the criteria used in the point method trademark evaluation.

Table 1: Criteria for point method trademark evaluation

Criterion	Points (1 - 10)
Imagination and originality	
Easy to remember and pronounce, brief	
Esthetics	
Duration of industrial and legal protection	
The scale of industrial and legal protection based on number of countries	
The scale of industrial and legal protection of a list of products and services	
Quality of trademarked goods	
Rentability of trademarked goods	
Manner and scale of use	
Relationship to company name or brand	
Share of export of the whole production	
Total	Max. 110 points

Source: Own processing based on: MALÝ, J.: *Oceňování průmyslového vlastnictví. Nové přístupy*. Praha : C.H. Beck, 2007, p. 59-61.

Even though this method is the most used in the Czech Republic it has several shortcomings. The chosen criteria are important but they do not include the whole value scale by far. Formal and administrative factors overweigh the evaluation of market potential. Another issue is the very process of evaluation. Especially the notion that every trademark has a 50% share on company profit. If we consider its uniqueness and a different meaning in every field this is very misleading. During the

creation of a trademark fiscal and nonfiscal costs play an important role. The scale of fiscal charges directly influences the financial decisions of companies.¹¹

6 Discussion and trademark evaluation

We will use the license analogy method to evaluate a trademark. We will build on the scale of production, license fee, depreciation ratio, intangible assets share and discount rate ratio. We also need to know the income of the company. Thus we must determine the average increase of income from product and service sales. These can be taken from the annual reports of the company and based on them we can set the average increase to 4,76 % and use it for planned income. Since we are evaluating the trademark for a period of 10 years there are planned annual incomes for years 2017 – 2026 in the next table.

Table 2: Planned incomes, license fees, appreciation ratio for 2017 – 2016 in €

Years	RV	LP	Appreciation ratio
2017	40 499 523	4 049 952	1,04
2018	42 113 839	4 211 384	1,06
2019	43 792 685	4 379 269	1,08
2020	45 538 641	4 553 864	1,10
2021	47 354 391	4 735 439	1,12
2022	49 608 460	4 960 846	1,14
2023	51 969 823	5 196 982	1,16
2024	54 443 586	5 444 359	1,18
2025	57 035 101	5 703 510	1,20
2026	59 749 972	5 974 997	1,22

Source: Own processing

License fee

The license fee can be set in several ways. Since we set the production scale based on income we will also set the license on a certain percentage of income. The license fee also depends on the renown of a certain brand. Since this company produces quality products and distributes them across Europe and is well known we have set the license fee as 6% of planned income.

Appreciation ratio

The value of a trademark is also affected by the renown of a company because the longer it is on the market the better it is known among customers. The renown of a company can be increased by good advertising which makes the brand visible, then it increases the quality of its products and tries to quickly react to customer needs which increases its competitive position. Since we expect the trademark value to increase annually we have set the appreciation ratio to 2%.

¹¹HARUMOVÁ, A.: Vplyv daní na rozvoj podnikateľskej sféry. In *Ekonomický časopis*, 2002, Vol. 50, No. 2, p. 277.

Intangible assets share

Assets used in determining the value should only apply to the brand we are evaluating. Companies often protect only a part of their products with a trademark and we need to define it. This company protects all of its products with a trademark and so we have set the intangible assets ratio to 100%.

Discount rate

The discount rate can be set in many ways. In this calculation we are using costs from equity, from foreign capital and capitalization rate. In the next table there are items needed to calculate the discount rate.

Table 3: Discount rate calculation items

Calculation items		2012
Tax rate	D	19%
Sector Beta	β_s	0,97
Risk-free interest rate	r_f	4,5533%
Market risk bonus	$r_m - r_f$	7,30%
Equity (previous period)	VK0	32 900 692
Loaned capital (previous period)	PK0	5 087 813
Foreign capital (previous period)	CK0	13 799 699
Equity (current period)	VK1	37 399 397
Loaned capital (current period)	PK1	3 371 311
Foreign capital (current period)	CK1	9 987 975
Total capital current period (PK+VK)	CeK1	40 770 708
Expense interest	Nú	255 119

Source: Own processing

When calculating equity costs we have used the CAPM model:

- $$\beta_N = \frac{\beta_s}{\left[1 + (1-d) \cdot \frac{CK_0}{VK_0}\right]} = \frac{0,97}{\left[1 + (1-0,19) \cdot \frac{13997699}{32900692}\right]} = 0,721$$
- $$\beta_z = \beta_N \cdot \left[1 + (1-d) \cdot \frac{CK_1}{VK_1}\right] = 0,721 \cdot \left[1 + (1-0,19) \cdot \frac{9987975}{37399397}\right] = 0,877$$
- $$n_{VK}(r_e) = r_f + \beta_z \cdot (r_m - r_f) = 4,5533 + (0,877 \cdot 7,30) = 10,96\%$$

Equity costs are 10,96%. Loaned (foreign) capital costs are calculated as a ratio of interest expense and loaned capital:

$$n_{PK} = \frac{Nú}{PK_1} = \frac{255119}{3371311} = 0,0757 = 7,57\%$$

Loaned (foreign) capital costs are 7,57%. Capitalization rate is calculated using the WACC method by calculating average costs of each part in the following structure:

$$i_{WACC} = (1-d) * n_{PK} * \frac{PK_1}{CeK_1} + n_{VK} * \frac{VK_1}{CeK_1} = (1-0,19) * 7,57 * \frac{3371311}{40770708} + 10,96 * \frac{37399397}{40770708} = 10,56\%$$

Capitalization rate for year 2016 is 10,56% according to the WACC method. After defining all ratios we can calculate the trademark value using the licence analogy method. The next table includes an overview of all calculated ratios and a general value of the company trademark.

Table 4: Overview of calculated ratios and calculation of trademark value

Years	RV	LP	KZ	PM	OZ	DS	Drawable resources
2013	40 499 523	4 049 952	1,02	1,00	4 130 951	1,1056	3 736 388,70
2014	42 113 839	4 211 384	1,04	1,00	4 379 839	1,2224	3 583 126,26
2015	43 792 685	4 379 269	1,06	1,00	4 642 025	1,3514	3 434 894,07
2016	45 538 641	4 553 864	1,08	1,00	4 918 173	1,4941	3 291 635,23
2017	47 354 391	4 735 439	1,10	1,00	5 208 983	1,6519	3 153 281,85
2018	49 608 460	4 960 846	1,12	1,00	5 556 148	1,8264	3 042 184,77
2019	51 969 823	5 196 982	1,14	1,00	5 924 560	2,0192	2 934 065,98
2020	54 443 586	5 444 359	1,16	1,00	6 315 456	2,2325	2 828 918,75
2021	57 035 101	5 703 510	1,18	1,00	6 730 142	2,4682	2 726 728,84
2022	59 749 972	5 974 997	1,20	1,00	7 169 997	2,7289	2 627 475,35
Trademark value							31 358 699,80

Source: Own processing

Trademark value of this company is 31 358 700 €. Trademark value is calculated for many reasons. It can even be the item of mortgage to a debt. The issue of evaluation of assets is diverse based on type and use for which it is carried out.¹²

Conclusion

The significance of a brand name in today's highly competitive environment is still growing. A brand distinguishes individual competing products and often is the driving factor of consumer choice. These days the importance and growth of international market is spoken more and more about. Customer behaviour is affected not only by the power of transnational companies but also the location of origin name of a product. With a service this is less significant but not unimportant. Trademark value depends mostly on its use. The longer it is in use the more its value grows. It can start at a few thousand Euros invested into its registration (even though it does not have to be worth that much) and reach millions or even billions in the case of big companies. Brand evaluation techniques are often used in legal cases for brand value defence during both illegal brand use cases and during insolvency administration when assets are undervalued by insolvency evaluators. They are used as an argument during examination of marketing strategies in cases when a

¹²HARUMOVÁ, A.: Ohodnotenie pohľadávok pri cesii. In *Ekonomický časopis*, 2003, Vol. 51, No. 9, p. 1158-1173.

high market share is considered as an outcome of unfair competitive behaviour. In these situations based on evaluation techniques it is possible to show people who are not marketing professionals what part trademarks have and what is their meaning for companies which spend a lot of resources on obtaining and developing them.

Acknowledgement: Indicate in the form of text with reference for example: "This contribution is the result of the project VEGA (1/1067/15) "Verification, and implementation of modeling business performance in financial decision-making tools".

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SELECTING A MARKETING STRATEGY USING THE ANALYTIC HIERARCHY PROCESS

Hana Janáková – Róbert Tomčík

Abstract

Marketing is linked with the very broad set of different activities in the company and selection and setting of an appropriate strategy is considered as one of them. Strategy as a term has been originally connected with meaning – to wage a war and military operations in such a way to achieve victory. Nowadays, it can be connected with corporate management as a guide how to coordinate the activities of the company through a team of people in a way to meet the goals within the business. The main aim of the paper was to propose a process of selecting an appropriate marketing strategy from a group of alternatives based on criteria representing the key characteristics of the company in a direct connection with marketing. For this selection the Analytic Hierarchy Process as a multicriterial method was used, as it provides a comprehensive and coherent approach for structuring the problem and allows select the most suitable type of marketing strategy for the company through set of criteria. Analysis has shown that the development strategy is suitable for the selected company.

Key words:

Analytic hierarchy process (AHP). Criteria. Marketing strategy. Multicriterial method. Paired comparisons.

1 Introduction

Marketing strategy is one of the most important tools of marketing management and its most important role is to find equilibrium and synergistic effect with respect to the internal and external environment of a company in order to achieve the anticipated effect on a market. As a sociable and control process, by which individuals and groups acquire they needs, the marketing strategy represents the main role in the strategic management. Marketing strategy is kind of a linkage between the enterprise and the operating environment of the company and therefore the marketing strategy is aimed to create an optimal variant of the long-term direction of business to ensure sustainable development and prosperity of the company. In application of marketing system in the companies, the marketing strategy should be identical with corporate strategy and its importance should be preferential. In this case, it is desirable to achieve equilibrium between objectives and resources of the company or the opportunities, that arose on the one hand and the constraints posed by the market, on the other. However, optimal marketing strategy is not disposable and clearly defined activity. It is a complicated process in which the activities of the enterprise are constantly corrected due to changing market conditions.¹

Appropriately selected marketing strategy constitutes a methods, certain procedures or instructions, by which a company try to achieve its marketing goals in all areas defined by the marketing mix. The possibility to select appropriate strategy and adjust it is, however, often highly questionable and problematic.² There are several methods, characterized by a varying degree of accuracy, used to select a particular

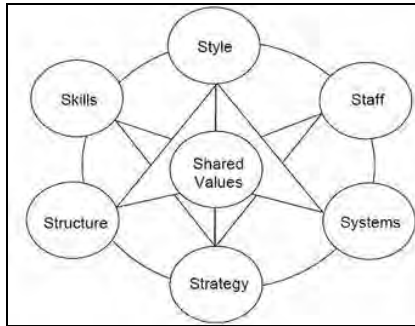
¹ KOTLER, P., ARMSTRONG, G.: *Marketing*. Praha : Grada Publishing a.s., 2003, p. 20-38.

² TOMEK, J. et al.: *Marketingová strategie podniku*. Praha : Management Press, 2010, p. 28-30.

type of strategy or which could at least help in decision-making process. However, the selection process of the strategy consists of more than one step. There are several types of business activities or characteristics that management has to consider.³ In this case it would be advisable to use any of the multicriterial decision-making method, such as the Analytic Hierarchy Process (AHP). This method represents a logical concept for structuring the problem, selecting the main criteria associated with the overall objectives of the company followed by evaluation of various alternative solutions and selection of the most suitable marketing strategy as the final step.

2 Sources and methods

The strategy is one of seven factors affecting business efficiency like can be seen in the picture 1.



Picture 1: The McKinsey 7-S Framework

Source: Own processing according to *Enduring Ideas: The 7-S Framework*. [online]. [2016-05-01]. Available at: <<http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework#0>>.

If the mission of a company is clearly defined it is necessary to determine the way to achieve goals, i.e. to choose the correct strategy. Strategies are tools for shaping core business activities in order to achieve long-term goals.⁴ Marketing strategy is linked to the three main levels of management in three positions:

- Marketing strategy is identical with the corporate strategy.
- Marketing strategy is identical with the strategy of the business unit, plant or division.
- Marketing strategy is a functional part of the complex of strategies on the third level of strategic management.⁵

There are numbers of different types of marketing strategies. For example, a **niche strategy** should be applied within a company experiencing sales and economic problems in order to find affordable and easily defensible market segment. The purpose of the minimum cost strategy is to secure the largest possible profit spread

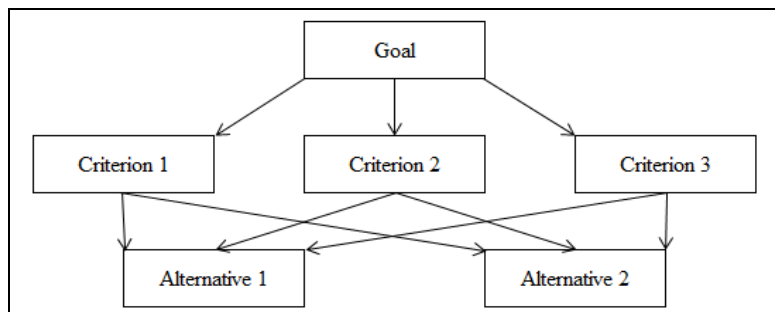
³ KASSAY, Š., SOUČEK, Z.: *Efektívna stratégia podniku*. Bratislava : Strateg, 2006, p. 56-60.

⁴ KITA, J. et al.: *Marketing*. Bratislava : Wolters Kluwer, 2010, p. 12-18.

⁵ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2013, p. 8-14.

at high sales volume and low profit from one of the products sold. This strategy is usually applied to the companies that operate on a mass market. The **market orientation strategy** focuses on achieving goals through products on the certain segment only. The market can be divided by demographic considerations, according to the frequency of use of the product and so on. The cause of concentration of the company on a particular segment of the market is based on the characteristics of the product for which is inconvenient to be positioned on the market as an undifferentiated whole. **The growth strategy** focuses on increasing production volumes and the company's success. It is a strategy of profitable expansion and it differs according of ensured company's growth. Furthermore, it is able to distinguish three strategies of growth: by business subject, by territory and according to the resources used on enterprise development process.

There are also known other marketing strategies such as **strategy of integration or diversification, portfolio strategy** etc. and it depends on the company's discretion if it is better to apply a particular one or a combination of strategies in order to achieve a desirable result.⁶ As can be seen, each strategy is characterized by certain features with different level of importance. Based on these characteristics, the Analytic Hierarchy Process (AHP) is one of the methods that could be used for appropriate marketing strategy selection. It is an extensively used method of multi-criteria decision-making which has found its place even in the economy. The Analytic Hierarchy Process is not a prescriptive (normative) but a descriptive psychophysical process that can be used to make such decisions by dealing with the measurement of intangibles using human judgment.⁷ Thus, the AHP combines both expert and mathematical methods and divides the main problem into smaller and more detailed elements. It is also associated with the concept of the **hierarchy, priority and consistency**. According to the author of AHP – T. L. Saaty, the hierarchy represents a system of classifying and organizing people, things, ideas, where every element of this system, except the top one, is a subject to one or more elements.⁸ An example of a simple hierarchy is illustrated in the picture 2.



Picture 2: A simple hierarchy

Source: Own processing

⁶ See: JEDLIČKA, M.: *Marketingové stratégie*. Trnava : UCM in Trnava, 2007, p. 19-20; PAPULA, J., PAPULOVÁ Z.: *Stratégia a strategický manažment*. Bratislava : Wolters Kluwer, 2012, p. 25-38.

⁷ SAATY, T. L.: On the measurement of intangibles. A principal eigenvector approach to relative measurement derived from paired comparisons. In *Notices of the American Mathematical Society*, 2013, Vol. 60, No. 2, p. 192-208.

⁸ ROHÁČOVÁ, I., MARKOVÁ, Z.: *Analýza metódy AHP a jej potenciálne využitie v logistike*. [online]. [2016-05-01]. Available at: <<http://actamont.tuke.sk/pdf/2009/n1/15rohacova.pdf>>.

Based on the hierarchy a certain number of criteria must be compared via pairwise comparison matrix what leads to priority vector identification. Variety of methods with the different degree of accuracy of the results should be used for weighing of individual elements. For instance it is possible to use the Saaty's method for determination of weights. Consistency in decision-making could be defined as stability, unequivocalness. Human decision-making is, however, usually consistent only to a certain extent. It is therefore necessary to ensure acceptability of decisions used as input data for AHP. For consistency measurement the Consistency Ratio (CR) is calculated. For absolutely consistent solution the CR equals zero, however, the acceptable values are less than 0.1. In connection with the use of AHP method, Saaty⁹ proposes to solve a task, thus to make a decision, in an organized way using a universal scheme consisting of the set of consequences, capturing the previously mentioned terms:

- Define the problem and determine the kind of knowledge sought.
- Structure the decision hierarchy from the top with the goal of the decision, then the objectives from a broad perspective, through the intermediate levels (criteria on which subsequent elements depend) to the lowest level (which usually is a set of the alternatives).
- Construct a set of pairwise comparison matrices. Each element in an upper level is used to compare the elements in the level immediately below with respect to it.
- Use the priorities obtained from the comparisons to weigh the priorities in the level immediately below. Do this for every element. Then for each element in the level below add its weighed values and obtain its overall or global priority. Continue this process of weighing and adding until the final priorities of the alternatives in the bottom most level are obtained.

3 Results and discussion

According to Saaty's scheme, the process should start with the definition of a problem. In this case the goal is to select an appropriate marketing strategy from a set of alternatives. As it was previously mentioned, every alternative (strategy) is characterized by its own features. A group of these elements constitutes criteria which must be identified within every strategy, together forming a set of alternatives. In order to provide a correct decision, another requirement is to differentially organize identified criteria within every strategy. There is, however, necessary to note that in fact requirements are considerably difficult to meet, since individual criteria may not be unique for each strategy. In this case, criteria represent areas that the company should assess and which affect the selection of marketing strategy. These include:

- **Financial stability of the company (FS),**
- **Innovative resources (IR),**
- **Market share (MS),**
- **Competitive position of the product (CPP),**
- **Life cycle of the product (LC).**

After defining a set of criteria, it is necessary to identify different types of marketing strategies (alternatives). Marketing strategy forms the basis for the process of creating

⁹ SAATY, T. L.: Decision making with the analytic hierarchy process. In *International Journal of Services Sciences*, 2008, Vol. 1, No. 1, p. 83-98.

and maintaining a strategic balance between objectives and opportunities. Each strategy can be classified into one of three primary categories:

- offensive,
- specialized,
- defensive.

The presented set of alternatives contemplates with two strategies of each group. Selected offensive strategies:

- **Leadership strategy (LS)** is aimed at increasing sales and its effectiveness is based on innovation policy in the product range.
- **Strong product strategy (SPS)** is a particular variant of offensive strategy when the company focuses on one dominant product only.

Selected specialized strategies:

- **Product differentiation strategy (PDS)** can be achieved by several ways through the uniqueness of the product or provision of additional services, psychological methods or distribution. This type of strategy is usually preferred by small and medium firms where lack of funds does not allow a direct confrontation with market leaders.
- **Development strategy (DS)** is based on the current production program and aims to increase sales via intensification of the marketing mix.

Selected defensive strategies:

- **Stabilization strategy (SS)** tries to maintain the current mission and business goals without significant changes in strategic direction and by that way maintain its market position.
- **Reduction strategy (RS)** responds to a decrease in performance of the business by reducing the scope and breadth of its efforts, particularly in weak business areas. It aims to restructure or even to restrict some business activities and thus to stop further decline.¹⁰

Furthermore it is necessary to define relations between criteria and alternatives (table 1).

Table 1: Relations between criteria and selected marketing strategies

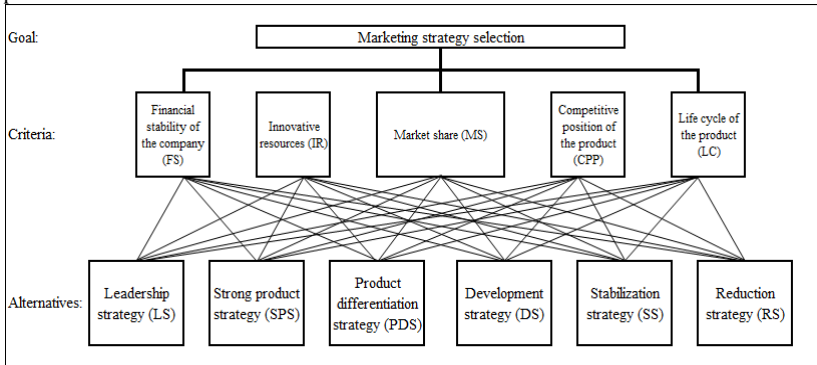
Strategy	Leadership strategy (LS)				
Importance	1	2	3	4	5
Criteria	IR	MS	FS	CPP	LC
Strategy	Strong product strategy (SPS)				
Importance	1	2	3	4	5
Criteria	MS	CPP	LC	IR	FS
Strategy	Product differentiation strategy (PDS)				
Importance	1	2	3	4	5
Criteria	CPP	IR	MS	LC	FS
Strategy	Development strategy (DS)				
Importance	1	2	3	4	5
Criteria	FS	MS	LC	CPP	IR

¹⁰ JEDLIČKA, M.: *Marketingové stratégie*. Trnava : UCM in Trnava, 2007, p. 10-15.

Strategy	Stabilization strategy (SS)				
Importance	1	2	3	4	5
Criteria	MS	LC	CPP	FS	IR
Strategy	Reduction strategy (RS)				
Importance	1	2	3	4	5
Criteria	LC	MS	FS	IR	CPP

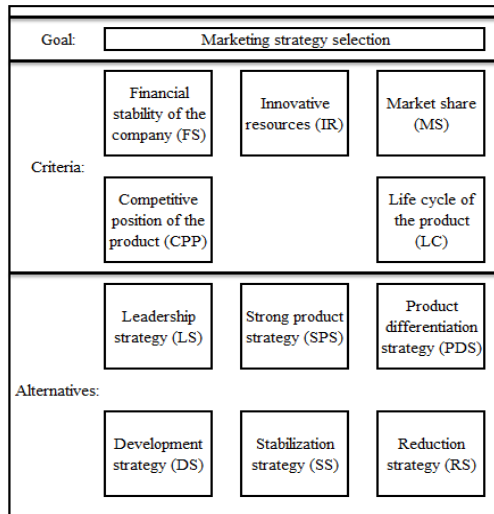
Source: Own processing

The hierarchy describing selection of appropriate marketing strategy is depicted in picture 3 and 4.



Picture 3: Hierarchical representation of marketing strategies according to selected criteria

Source: Own processing



Picture 4: Hierarchical representation of marketing strategies according to selected criteria

Source: Own processing

After establishment of a hierarchical structure, criteria matrix based on internal information is constructed. Necessary information can be obtained from the company internal accounting, from a variety of interior materials such as schedules, budgets, costing, through a market research and so on. It is ideal to use scoring method for evaluation of relations between criteria. To ensure setting of preferences, evaluated criteria should be arranged in ascending order of the number of points assigned. Experts' opinions constitute another option. It is, consequently, possible to determine preferences of criteria that are defined in the Analytic Hierarchy Process by numerical scale ranging from 1 to 9 (1 means equal importance and 9 shows absolute superiority of one over another). Due to reciprocal ability of a pairwise comparison matrix is it clear that if one criterion is absolutely more important than another one (value 9), second criterion is absolutely less important than the first one (value 1/9).

Furthermore, pairwise comparison matrices of alternatives based on different criteria are constructed. From these findings it is possible to prepare the Option Performance Matrix (OPM) that provides information to the global priority vector which is used to determination of the recommended marketing strategy. It should be noted, that importance of criteria within each strategy given by table 1 is based only on a combination of expert opinions according mainly to economic literature. Therefore it is also necessary to consider overall capital strength of the company and decide whether the company is ready to implement the chosen strategy effectively or not. Described procedure was applied on BIONT, a.s. Company is focused on the area of nuclear medicine with a special focus on positron emission tomography (PET). Its main mission is to manufacture and distribute radiopharmaceuticals for PET centers logistically feasible and to provide PET/CT and SPECT/CT examinations for patients from Slovakia and abroad (BIONT 2016). Table 2 captures the criteria matrix based on internal data.

Table 2: BIONT, a.s. criteria matrix

Criteria	FS	IR	MS	CPP	LC
FS	1	3	3	9	7
IR	1/3	1	1	7	5
MS	1/3	1	1	7	5
CPP	1/9	1/7	1/7	1	1/3
LC	1/7	1/5	1/5	3	1

Source: Own processing

Table 2 shows that the financial stability of the company criterion is considered as the strongest one. On the other hand, the competitive position of the product criterion is the least significant. This is influenced mainly by short life-span duration of prepared radiopharmaceuticals what significantly limits their distribution. Table 3 captures the Option Performance Matrix of BIONT, a.s. company used for the global priority vector calculation.

Table 3: BIONT, a.s. Option Performance Matrix

Criteria/ Alternatives	FS	IR	MS	CPP	LC	Global priority vector
LS	0.1660	0.4880	0.1131	0.0596	0.0272	0.2130
SSP	0.0357	0.0814	0.3075	0.2551	0.1114	0.1163
PDS	0.0357	0.2782	0.0458	0.4674	0.0513	0.1053
DS	0.5201	0.0355	0.1131	0.0596	0.1114	0.2872
SS	0.0764	0.0355	0.3075	0.1295	0.2421	0.1293
RS	0.1660	0.0814	0.1131	0.0287	0.4565	0.1489
Weights of criteria	0.4736	0.2178	0.2178	0.0317	0.0591	

Source: Own processing

The maximum component of the global priority vector equals 0.2872 what corresponds to the **development strategy (DS)**. If the company would like to implement the leadership strategy, it should mainly focus on product innovations.

Conclusion

Using the Analytic Hierarchy Process it is possible to recommend an appropriate marketing strategy for a company in any stage of its life cycle. It is necessary to identify the set of criteria that are common for all selected strategies. Within the set of alternatives (marketing strategies) the financial stability of the company, innovative resources, market share, competitive position as well as life cycle of the product has been evaluated. According to results from the global priority vector, the development strategy is the most suitable for selected company – BIONT a.s. due to preferential relations between criteria. High level of financial potential is considered as the main strengths but on the other hand, precarious competitive position was identified. It is, however, necessary to consider if the company could implement the selected strategy due to its capital strength. Another requirement is compatibility with the primary business strategy.

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SIGNIFICANT PARAMETERS IN BRAND BUILDING OF A UNIVERSITY

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Abstract

In a consideration of an ever-increasing competition for students in higher education it is necessary to analyze a brand perception of a university or more precisely of a faculty, manage the brand effectively and adjust marketing communication to target groups which will arouse positive image and at the same time retain it. An analysis of brand image of a selected Czech faculty (Faculty of Multimedia Communications of TBU in Zlín) is therefore an aim of this contribution. Based on the results of two quantitative surveys it is necessary to determine the applicant perception of image parameters of the selected faculty first and then verify whether the contradictory factors significantly affect the perception of chosen university prestige.

Key words:

Brand. Brand building. Higher education. Image. Marketing communication.

1 Introduction

Image of an educational institution is as important as the image of any company that strives to create a positive impression in the minds of customers and this way increase its prestige. Prospective students are offered a great scope of choice at the current market of educational services. They found their decisions on general opinion, existing school history, past activities and achievements of graduates. Therefore each educational institution tries to create desired image which will ensure customers' positive perception of the institution or to be more precise perception of potential applicants. Competition for prospective students is also bolstered up by the attractiveness of the industry and an unemployment rate of graduates. On average in OECD countries and regions participating in PIAAC 2012, the employment rate and income levels have increased depending on educational levels achieved and to a lesser extent on the level of skills acquired. The main beneficiaries of the higher level of skills were persons with tertiary education. The Czech Republic belongs to the countries with the lowest tertiary-educated adults' unemployment rate (2.6 %). In the OECD countries and regions, which participated in the project PIAAC in 2012, 22 % of people aged 25-34 years (47 % in Korea) acquired tertiary education despite the fact that their parents did not get this level of education (educational upward mobility). In the Czech Republic it is 15 % of those aged 25-34. Regarding the achievement of the same level of education, the Czech Republic along with Slovakia shows the highest shares (71 % and 67 %).¹

During the growth of interest in tertiary education in the Czech Republic adequate and systematic attention has not been given to a measurement of a study success rate at Czech universities. The rate directly affects basic quantitative development goals of a higher education system set at both national and European level and becomes a parameter of the perceived image of a university. In this context, the study success becomes an important strategic priority. For instance, a document Communication on the modernisation agenda for Europe's higher education systems, issued by the

¹ *České školství v mezinárodním srovnání 2015*. [online]. [2016-10-08]. Available at: <www.msmt.cz/file/36518/download/>.

European Commission in 2011, emphasizes the need of a focus of all relevant people involved not only on increasing access to education but also on the study success. A study success rate analysis and identification of its causes is a key issue in the *Long-term plan of an educational and scientific, research, development and innovation, artistic and other creative activity of higher education sphere for the period 2016-2020*. The rate of study success is one of the basic indicators that allow covering the effectiveness of the entire system comprehensively and hence the efficiency of public funds for educational activities at universities management.²

According to statistics from the Institute for Information in Education 60 % of the age cohort enters tertiary education in recent years. After the bachelor cycle 80 % of them continue in a master's degree. A "competition" is held for each registered student between both public and private schools. According to an analysis by Admosphere Company, universities spent almost 30 million CZK at list prices for their promotion in 2014; whereas in 2013 it was about 3, 5 million CZK less. The most favorite media type was radio, the second then was outdoor advertising. However, some colleges and universities focus their attention on own communication channels and social networks, promotional materials and presentations at events (e.g. Museum Night, Science Fair, Science Night, etc.); present themselves via educational fairs, in the form of competitions and via a variety of cultural events.³ *Testimonials of students and graduates, collaborating companies, etc. also play an important role in the perception of the image of universities. Not only because of this fact universities engage in activities focused on their clients - they establish career (job) centers which offer the students and graduates (up to three years after graduation) a range of services for free (from help in finding employment to education) and they is closely linked to professionals from practice. Natural science or technically, technologically oriented faculties try to popularize science for example in a form of websites or blogs. Besides the print advertising and promotion on social networks the tertiary education sector tries to make itself more attractive on YouTube.*⁴

Representatives of the marketing department (or promotional department) of universities perceive the importance of the university brand not only in the form of a united visual style, but also in the form of values that the brand is trying to communicate.¹ *"The brand is something that is established in the head. It's a promise that connects product or service to the consumer."*⁵ Aaker comments on the importance of the brand similarly. He argues that: *"Knowledge of the brand reports on*

² *Vývoj studijní úspěšnosti na českých veřejných vysokých školách 2003-2014*. [online]. [2016-10-08]. Available

at: <http://www.msmt.cz/uploads/odbor_30/Jakub/Studijni_uspesnost_na_ceskych_VVS_2003_2014_web1.pdf>.

³ PLECHATÁ, M.: *České VŠ oprašují image. Za propagaci utratily takřka 30 milionů*. [online]. [2016-10-08]. Available at: <<http://mam.ihned.cz/marketing/c1-63709160-ceske-vs-oprasuji-image-za-propagaci-utratily-takrka-30-milionu>>.

⁴ PLECHATÁ, M.: *České VŠ oprašují image. Za propagaci utratily takřka 30 milionů*. [online]. [2016-10-08]. Available at: <<http://mam.ihned.cz/marketing/c1-63709160-ceske-vs-oprasuji-image-za-propagaci-utratily-takrka-30-milionu>>.

⁵ ADAMSON, A. P.: *Jednoducho značka Brand Simple: ako najlepšie značky stavili na jednoduchosť a uspeši*. Bratislava: Eastone Books, 2011, p. 3.

the strength of the presence of the brand in the consumer's mind."⁶ The presence of the brand in the mind of the university student or graduate proceeds from the precondition of differentiation of the study offer, identification of qualities of services offered, positive associations related to the brand and other parameters that determine the differences of schools in the market. The mind of the customer plays a significant role, as evidenced also by the opinion of many managers from practice, who claim that "*the concept of brand is much more - they define it as something that has penetrated into people's consciousness, has its name, its important position in the commercial sphere.*"⁷

At present there are 42 private, 26 public and two state universities in the Czech Republic. Thus, there is a total of 72 organizations aspiring to study of Czech and foreign university applicants.⁸ Any entity which operates in a market where it looks for its customers should nowadays think of customer loyalty for its products and building of positive associations of their brand;⁹ build brand value, build and promote positive image and work with a number of other customer needs and requirements, which are a prerequisite for the success of the brand in the market. To take up a firm position in the minds of the target group in the long term, the brand must have set basic strategic brand management processes that will precisely define brand position in the market and which will determine its marketing programs. Keller¹⁰ has divided the process into four basic steps:

1) Identification, positioning and brand value determination - the first step in the process of strategic management is focused on determining the planned offer and image of the company, and defining itself from the competition. Brand differentiation from competitors, "brand DNA" creation and core brand values determination is a starting point for all marketing programs, communication and understanding of overall brand vision also within the organization/ university. Defining the basic essence of the brand and its associations will help to understand its mission, both for future students and employees.

2) Planning and implementation of brand marketing programs - the second step is the most important in the medium term, as we begin to implement the brand on the market, which means the first contact with the brand target groups. Poorly planned and implemented brand may have face up to existential problems. The basic elements for the proper and efficient planning of marketing programs are the following three factors:

- **Selection of the brand elements** - the first factor is usually composed of a brand name, logo, symbol, representative, packaging or slogan. A synergy of these subsets may exist, which in many cases happens. The primary goal is to select those factors which will help the (potential) students and other

⁶ AAKER, D. A.: *Brand Building*. Brno : Computer press, 2003, p. 10.

⁷ KELLER, L. K.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 33.

⁸ *Přehled vysokých škol v ČR*. [online]. [2016-10-08]. Available at: <<http://www.msmt.cz/vzdelavani/vysoke-skolstvi/prehled-vysokych-skol-v-cr-3>>.

⁹ PLECHATÁ, M.: *České VŠ oprašují image. Za propagaci utratily takřka 30 milionů*. [online]. [2016-10-08]. Available at: <<http://mam.ihned.cz/marketing/c1-63709160-ceske-vs-oprasuji-image-za-propagaci-utratily-takrka-30-milionu>>.

¹⁰ KELLER, L. K.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 73-79.

stakeholders to definitely identify, understand and positively perceive the brand.

- **Integration of a brand into marketing activities and marketing support program** - the correct selection of brand elements is always an important step, but the actual entry of the brand with the help of marketing activities in the market is the only realistic response to the brand associations. Implementation of marketing activities associated with the brand, has a large share in the initial and later also permanent customer perception of the brand. Important characteristics for brand perception are also price features (the financial demands of studies) and distribution strategy (accessibility, distance from home), product design (in a case of schools for example exteriors and school equipment) and other attributes that shape the overall view of the client on the brand.
- **The effect of secondary associations** - the last factor is closely associated with a foreign entity of the brand. In many cases, our brand operates in cooperation with another brand and thus can for customers create a foreign entity (e.g. university brand and/ vs. faculty). It is important to try to engage brand in cooperation with those brands that can bring positive and new associations. Key for everything is a good entity of the cooperating brand. In many cases, it may be an example of co-branding, sponsorship, but also the country of origin of our brand, which is important particularly for global brands - i.e. with the international reach of the school.

3) **Brand performance measurement and interpretation** - the third step is important especially in terms of sustainability and measurement of the brand contribution. For a proper measurement a value chain is used. This tool serves marketers for tactical, medium-term and strategic decisions relating to investments of marketing costs in brand to increase its profit.

4) **Brand value increase and maintenance** - the last step is closely connected with the measurement and interpretation of brand performance. Positive and measurable benefits of the brand should be necessarily maintained and developed, and greater brand awareness should be built. It is a time-continuous activity that helps the brand to be successful.

There are many applications and approaches to these steps that are analyzed with brands by big companies in order to plan and target their customers effectively. This should not be that different in the case of universities. The current situation and the decline in the demographic curve is one of the main appeals to universities to begin to perceive potential applicants as future customers, and to start offering quality services in not only the form of the quality of teaching, but also in the overall service for the student. This contribution is primarily concentrated on the analysis of brand parameters of a public university.

2 Methodology

Within the context of the analysis and the subsequent efficient university brand management or more precisely faculty, a quantitative tracking research was

conducted at the Faculty of Multimedia Communications of Tomas Bata University (hereinafter FMC) in the Czech Republic. FMC is a relatively young faculty, founded in 2002. In September 2016, 1099 students studied there in three study programs: Media and Communication Studies (under which majoring in Marketing Communications is offered), specialization in Visual Arts (specialization in Multimedia and Design) and study program Theory and Practice of Audiovisual Arts (specialization in Animation, Production, and Audio Creation).

Youthfulness and dynamism of the faculty can be seen as an advantage and it may be one of the positive factors for brand building. On the other hand, it may be perceived as a certain immaturity. Although it may seem that 15 years of existence has been a long time, in the history of university brands, it belongs to the youngest. And here some concerns may stem from the side of applicants, students or general public. Plenty of applicants prefer the long history of the field when choosing a school, which may at first glance look like an advantage and a guarantee of quality of the schools. But it can also mean problems that reflect in many areas - stagnant or rigid educational processes, limited dynamics in education, innovation and science, etc. The survey analyzing brand image of FMC was realized at the turn of 2014 and 2015 and in spring of 2016. 496 respondents participated in it in the first wave, in the second wave it was 440 people. The target group of the research was prospective students who were interviewed during the Open Day visit or participation in the admission procedure. Based on statistical analysis the aim of the survey was to analyze image parameters of FMC, define significant competitive advantages of the faculty and determine whether the "worst" evaluated parameters have a significant impact on the perception of the applicants. The results of the survey on the perceived image of the FMC will be presented in the first part and in the second part hypotheses deriving from basic findings will be tested statistically.

3 Findings

In the introductory part of the questionnaire, respondents were asked whether they considered FMC prestigious. In 2015, 321 out of 496 applicants declared it prestigious, i.e. less than **65 % of respondents**. A year later, it was even 337 out of 440 respondents, i.e. **76.6 %**. Among the generally valid associations connected with the notion prestigious school, respondents most often mentioned: **graduates' employability, good teachers, teaching quality, reputation of the school or its connection with practice. Teaching, teachers and subsequently successful graduates are the building blocks** upon which university should in terms of reputation and prestige work. It is necessary to support the above mentioned factors by connection of the school to companies that can provide students with practice and closer cooperation in the fields of innovation, research and development.

If we take a closer look on respondents who stated that FMC is a prestigious school, they mainly mentioned the connection with practice as a reason of FMC' prestige, which may be the respondents' reason for the actual choice of FMC. In connection with FMC most commonly emerged: FMC has a **good reputation, employability of graduates and offers unique courses**. Attention should be paid to the fact that respondents remembered for example projects that FMC realizes in the student

Communication Agency (KOMAG). From the presented facts, we can conclude that the applicant's perception of word prestige is primarily associated with the quality of teaching and everything around it. Among the most common responses reported was quality of teachers, teaching, but also employability of graduates.



Picture 1: Image of FMC - polarity profiles

Source: Own processing

In an analysis of the FMC image the individual factors were measured on a scale from 1-5, the higher value the respondents marked, the more positively they perceived the factor. The resulting average values from the two surveys are recorded in a graph. From the polarity profile it can be seen that FMC is inspiring, friendly and modern school, educating specialists. Year-on-year FMC was assessed even more positively in all parameters. The most significant shift was made in the specificity of the study field, but also in "soft" values, i.e. evaluation of the school climate. Applicants evaluate the best the inspiration and friendliness of the environment. Conversely, the weakest evaluated parameter (in the middle of a rating scale - an average of 2.5) was the internationality of the school and its balancing on the boundary between marketing and creative (art) focus, which is considered a competitive advantage. Attention should be therefore paid to internationality evaluation of the school and its impact on the perceived image. Therefore, the null hypothesis was formulated that perception of internationality vs. local scale ("Czechness") of the school and the perception of FMC prestige are independent on each other. The results of descriptive analysis are presented in the following crosstabs.

Table 1: Values for statistical testing 2015

	lowest	low	medium	high	highest	Total sum
Completely Czech	11	7	13	20	18	69
Rather Czech	5	16	36	38	22	117
Cannot judge	11	18	27	52	27	135
Rather international	4	4	27	34	20	89
Completely international	1	6	11	15	14	47
Total sum	32	51	114	159	101	457

Source: Own processing

X-squared = 26.1445, df = NA, p-value = 0.05519

Note - 39 persons did not respond on at least 1 of the analyzed issues

At a significance level of 5% H0 on the independence of variables cannot be rejected, i.e. variables are in fact independent. With the risk of error 10%, the rejection of independence would occur.

Table 2: Values for statistical testing 2016

	lowest	low	medium	high	highest	Total sum
Completely Czech	6	15	22	16	12	71
Rather Czech	8	6	46	53	23	136
Cannot judge	7	5	16	36	23	87
Rather international	3	13	28	24	14	82
Completely international	7	3	5	8	13	36
Total sum	31	42	117	137	85	412

Source: Own processing

X-squared = 49.189, df = NA, p-value = 2e-04

Note - 28 persons did not respond on at least 1 of the analyzed issues

Based on statistical hypothesis testing in 2016 it can be rejected, i.e. variables are interdependent. Given the annual comparison it is possible to observe increasing pressure on the internationalization of higher education and also on increasing competitiveness of schools in the international scale. This fact could therefore be seen as a possible risk in the future and it is necessary to aim school activities at internationalization and communication e.g. the possibility of studying specialized subjects in English, extensive menu of Erasmus programs in partner schools and other international programs and projects implemented by FMC.

Conclusion

Representatives of each organization bear some responsibility for how the organization manages effectively, but also for the organization's position in the market. And although we talk mainly about commercial entities, universities undoubtedly belong there too. For this reason, this contribution was devoted to the analysis of the selected faculty image, where the primary quantitative survey on profiling positioning in the eyes of one of the target groups - for applicants - was conducted. The polarity profile showed that students perceive positively warm and inspiring atmosphere of the faculty, its dynamism and focus specificity in combination with marketing and creative study fields, which is an advantage in the Czech competitive environment. The only worse evaluated FMC image parameter was profiled internationalization of the faculty, where on average, respondents could not decide whether it is a Czech or international school, and rather inclined to a local reach. Therefore, the hypothesis that internationalization of the chosen university is dependent upon the perceived image and vice versa we formulated. During the two years when the image parameters are measured, a trend that internationalization is growing in importance and can have an impact on the perceived image of the faculty appeared. Therefore, its management should focus on the

promotion of its study programs in English, vocational subjects taught in English and activities for students with the possibility to go study abroad, communicate the list of foreign partner schools etc. It is important to realize that both extensive surveys cannot cover the overall analytical potential that this area offers. The overall analysis of the brand would require implementation of questionnaire surveys for other stakeholders; it would be also possible to focus on applicants for studying at a university in general, not just those who claimed for FMC, implement qualitative interviews with FMC students or implement survey at employees to obtain their views and relationship with FMC. Implementation of such researches would certainly contribute to verification of conclusions and generalizability of recommendations arising from them.

Acknowledgement: This contribution was prepared thanks to the internal project IGA TBU: "Podpora publikační činnosti výzkumných projektů v excelentních směrech FMK."

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PRACTICAL PERSPECTIVES ON BRAND COMMUNICATION ON SOCIAL MEDIA

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Abstract

This article investigates the role of social media managers in the establishment of communication between brands and their fans on social media. The most popular social network Facebook has been chosen as the platform studied. To understand the process and possibilities of brand communication, author employed qualitative research technique with main objective to describe practical experience with environment and marketing processes within brand profiles. The qualitative study was based on interviews with online marketing professionals. These experts provide important source of knowledge of the best practices in area. Results show that most of brands on social networks in Czech Republic are far from being effective. Marketing managers lack integrated perspective on marketing communication knowledge of the paradigm shift in communication process. Big brands are generally willing to invest in social media more, but they often pursue irrelevant metrics. The most important metrics which should be implemented into marketing plans are consumer's engagement and reach.

Key words:

Brand community. Facebook. Marketing communication. Qualitative research. Social media. Social network.

Introduction

Information technology development in the 21st century, dramatically affects the way a people communicate. According to a study from We Are Social¹ in January 2016 there was 3.4 billion people connected to the internet, which accounts for nearly 46% of the population of the planet Earth. 2.3 billion of this amount are active social media users and 1.9 billion users are accessing social media via mobile phone. In the Europe it is 616 million people connected to the Internet, which is 73% of the European population. 393 (47%) million are active on social media and 305 million (36%) of these used mobile devices to access it. Same study also shows the number of individual users of social networking sites, where Facebook leads with 1.59 billion, far in tow is the Chinese Qzone with 653 million, and Tumblr with 555 million active users. The fact that useful new technology spreads around the world is not too shocking, and the history of these cases is well known. What is, however, at least to consider is the speed with which the internet and social networks come even into the most remote corners of the world. Citi GPS study² notes that it took Facebook only three and a half years to reach 50 million users. The social network Instagram for the first four years of existence has reached 300 million and chat application WhatsApp had 700 million users only six years after its launch. In this dynamic world, brands have to apply new technologies in effective manner, providing consumers new experiences with the brand.

1.1 Social media in practical context

Significant differences in how academics and practitioners understand social media exists. The main reason is that there is plenty of various definitions generated by

¹ *We Are Social*. [online]. [2016-06-21]. Available at:

<<http://www.slideshare.net/wearesocialsg/digital-in-2016>>.

² *Citi GPS: Technology at work*. [online]. [2016-06-21]. Available at:

<http://www.oxfordmartin.ox.ac.uk/downloads/reports/Citi_GPS_Technology_Work.pdf>.

marketing experts and bloggers all over the internet.³ First of all some academics draw attention to identification of social media with social networks.^{4,5} In fact, social networks are only one example of broader set of platforms called social media. This misunderstanding is similar to historical swapping between the terms marketing and marketing communication in business practice. Another confusion lies down in social media comparison with traditional media (Television, Radio, Print, OOH). Content of antecedent media was consumed as well as content on the Web 1.0. Only when Web 2.0 and social media appeared the traditional communication paradigm shifted.⁶ In this world, users can not only consume, but also create modify, share and talk about content.⁷ Social media climate offers dynamic conditions in which technology constantly bring new opportunities for users as well as for brands. It leads to rapid obsolescence of some general ideas, claims, beliefs and rules and therefore defining some key concepts in social media is complicated. In literature we find definitions highly affected by current context. For example Janouch in his first book on internet marketing see social media as „online media, where the content is co-created and shared by users“ and adds that „...are place of collective wisdom, where opinion on some product is mostly true.“⁸ In his second book he slightly reframed his attitude saying that: „collective opinion do not have to be always true. But it has persuasive power.“⁹

Some definitions are centred around the form of the content and see social media as mean to share information in form of text, picture, sound or video. These information transfer between users as well as between users and brands and support emotional or rational motives to increase brand engagement.¹⁰ Authors further see social media as a tool for listening, building online presence and support of other communication activities. They are sceptical to social media being only source of communication activities of a brand. Karlíček and Král considers social media as: „...open interactive online applications, which support formation of informal user networks.“¹¹ This informal nature is important variable in the process of decision making on how the brand communication style will be. It is tempting for brands to fully accept the informal style on social media, but every marketing manager has to consider broader brand identity before deciding to apply casual style.

We mentioned interactivity, but what it means exactly? Steuer understand interactivity as „...the extent to which users can participate in modifying the form and

³ BRIGHT, L. F., KLEISER, S. B., GRAU, S. L.: Too much Facebook? An exploratory examination of social media fatigue. In *Computers in Human Behavior*, 2015, Vol. 44, p. 149.

⁴ MOLNÁR, Z.: Jak využít sociální sítě v podnikání. In *Systémová Integrace*, 2011, Vol. 18, No. 1, p. 134.

⁵ BRIGHT, L. F., KLEISER, S. B., GRAU, S. L.: Too much Facebook? An exploratory examination of social media fatigue. In *Computers in Human Behavior*, 2015, Vol. 44, p. 149.

⁶ HOFFMAN, D. L., NOVAK, T. P.: Marketing in Hypermedia Computer-Mediated Environments: Conceptual Foundations. In *Journal of Marketing*, 1996, Vol. 60, No. 3, p. 65.

⁷ KIETZMANN, J. H. et al.: Social media? Get serious! Understanding the functional building blocks of social media. In *Business Horizons*, 2011, Vol. 54, No. 3, p. 241.

⁸ JANOUC, V.: *Internetový marketing: Prosaďte se na webu a sociálních sítích*. Brno : Computer Press, 2011, p. 210.

⁹ JANOUC, V.: *333 tipů a triků pro internetový marketing*. Brno : Computer Press, 2011, p. 184.

¹⁰ KOTLER, P., KELLER, K. L.: *A framework for marketing management*. 5th Edition. Harlow : Pearson, 2012, p. 291.

¹¹ KARLÍČEK, M., KRÁL, P.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2011, p. 182.

content of a mediated environment in real time.”¹² According to Alba et al.,¹³ the interactive communication is characterised by three main factors. First it is multi-way, which means there has to be two or more subjects. It is instant, so the reactions come by within seconds. Lastly, it is interconnected, which means the subject reaction is firmly and logically based on previous action of another subject. Even though a personal communication is still considered the most effective in its ability to convince,¹⁴ two-way interactive communication begins to blur the distinction between interpersonal and impersonal communication. Another important benefit of interactivity from the perspective of a marketer is ability to obtain an immediate response and information from a customers.¹⁵ The same, however, expects the other side, so there is an absolute necessity for rapid response or so called feedback which the receiver’s response is made known to the sender.¹⁶ Computer transmitted communication will never fully replace interpersonal communication in which we engage all our senses. In the immediate response request, however, these two communication paths are very similar. As well as salesman at the point of sale does not responds to customer with a delay of several minutes, even in social media there is no time to let customers wait for a few hours or days.

1.2 Social networks within social media classification

Authors in marketing communication field classify social media in various ways. Karlíček and Král¹⁷ do so by four categories: online communities, blogs, discussion forums and social networks. Molnár¹⁸ adds wikis, podcasts, content media and microblogging. Ungermann and Myslivcová¹⁹ mention virtual worlds and Q&A portals. In contrast to these respected authors, Kaplan and Haenlein²⁰ (2010) conducted classification based on a systematic set of theories. First is social presence. It is acoustic, visual, and physical contact that can be achieved between two communication partners. Second is media richness which they describe as “...the amount of information they (media) allow to be transmitted in a given time interval and that therefore some media are more effective than others in resolving ambiguity and uncertainty.”²¹ Third and fourth are self-presentation and self-disclosure which represents highly connected terms. Self-presentation is predecessor of latter and consist of two aspects of influencing others opinions and forming personal identity. Self-disclosure is conscious or unconscious revelation of personal information.

¹² STEUER, J. S.: Defining virtual reality: Dimensions determining telepresence. In *Journal of Communication*, 1992, Vol. 42, No. 4, p. 83.

¹³ ALBA, J. et al.: Interactive Home Shopping: Consumer, Retailer, and Manufacturer Incentives to Participate in Electronic Marketplaces. In *Journal of Marketing*, 1997, Vol. 61, No. 3, p. 38.

¹⁴ FORET, M.: *Marketingová komunikace*. Brno : Computer Press, 2008, p. 275.

¹⁵ KARIMOVA, G. Z.: Interactivity and advertising communication. In *Journal of Media and Communication Studies*, 2011, Vol. 3, No. 5, p. 164.

¹⁶ DUNCAN, T., MORIARTY, S. E.: A Communication-Based Marketing Model for Managing Relationships. In *Journal of Marketing*, 1998, Vol. 62, No. 2, p. 4.

¹⁷ KARLÍČEK, M., KRÁL, P.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2011, p. 182.

¹⁸ MOLNÁR, Z.: Jak využít sociální sítě v podnikání. In *Systémová Integrace*, 2011, Vol. 18, No. 1, p. 134.

¹⁹ UNGERMAN, O., MYSLIVCOVÁ, S.: Model of communication usable for small and medium-sized companies for customer communication in social media. In *E+M Economics and Management*, 2014, Vol. 17, No. 1, p. 167-184.

²⁰ KAPLAN, A. M., HAENLEIN, M.: Users of the World, Unite! The Challenges and Opportunities of Social Media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 61.

²¹ Ibidem.

Combining those four theories they build a matrix structure of social media types (Picture 1). Blogs, social networks and virtual social worlds falling into category with high self-presentation and self-disclosure. Collaborative projects, content communities and virtual gaming worlds are viewed as social media with low self-presentation or self-disclosure.

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Picture 1: Classification of Social Media by social presence/media richness and self-presentation/self-disclosure

Source: KAPLAN, A. M., HAENLEIN, M.: Users of the World, Unite! The Challenges and Opportunities of Social Media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 62.

With this classification, it is possible to look at social media more systematically. Social networks, as the topic of this article, has an average degree of social presence/media richness and a high level of self-presentation and self-disclosure. These characteristics therefore significantly affect how a marketer can possibly talk with customers on these media.

1.3 Marketing communication of brands on social networks

Every brand must be prepared for new trends that appear in its external environment. On the other hand, it is necessary to reach the point where it is capable of successful implementation of these trends. Unprofessional approach can make contrary damage to the brand image. In social network sites, there is huge opportunity to engage with customers and truly communicate. *“Brands may better understand what their consumers think and feel, or how they behave; promote social responsibility; promote products and services; improve internal sharing of knowledge; and increase brand awareness.”*²² Social networks enable and encourage conversations that can be appreciated by all members of the community and establish bonds between community members and the brand.²³ Eger explains how today online brand communications can *“find new way that never before existed for targeting online stakeholders in their social communities and tries to gain more personal contacts consumers with the brand.”*²⁴ Despite the benefits of such

²² PEREIRA, H. G., DE FÁTIMA SALGUEIRO, M., MATEUS, I.: Say yes to Facebook and get your customers involved! Relationships in a world of social networks. In *Business Horizons*, 2014, Vol. 57, No. 6, p. 697.

²³ SZMIGIN, I., CANNING, L., REPPPEL, A. E.: Online community: enhancing the relationship marketing concept through customer bonding. In *International Journal of Service Industry Management*, 2005, Vol. 16, No. 5, p. 482.

²⁴ EGER, L.: Does brand awareness on Facebook really matter?. In SOLIMAN, K. (ed.): *Proceedings of The 26th International Business Information Management Association Conference*. Norristown : International Business Information Management Association, 2015, p. 156.

environment, there is still need for new studies among customers as well as businesses, because the evolving technology has left managers with very little applicable knowledge. Therefore the main research question of this study is: How can brand utilize the Facebook communication from the perspective of the employee responsible for social media?

2 Methods

The decision to approach a study quantitatively or qualitatively depends on four key elements: the research questions driving the study, prior work, the planned research design and the desired contributions the researcher wish to make.²⁵ In purpose of the pursuit for the answer to the research questions qualitative research in form of expert interview has been chosen. General benefits of qualitative research is uncovering deeper process in individuals, what they experience and how they interpret their experience. As Bluhm et al. states: "...qualitative data originates from the participant's perceptions of his or her experiences. That is, qualitative research gives 'voice' to the participant, which may be from individual workers experiencing a phenomenon or from key informants (i.e. those in the organization thought to possess greater knowledge about the phenomenon under scrutiny than others may possess)."²⁶ Based on these knowledge, using qualitative research in form of expert interview is the right option to answer the research questions.

2.1 Expert interview methodology

Roubal²⁷ state that an interview is a deliberately planned activity aimed at acquiring information needed as the basis of the analytical work on the solution of a given problem. They also claim that for an interview to be effective the interviewer should have certain traits like for example: research experience, empathy, flexibility, self-awareness and other characteristics. According to Gavory²⁸ the main advantages of an interview include: (1) flexibility and instant interaction, (2) personal contact, (3) possibility to clarify the terminology being used (for example clarifications regarding abbreviations or jargon used in the relevant research area), (4) can be used as an alternative in cases of a low response rate on a questionnaire, (5) good exploratory tool suitable for qualitative purposes. In this paper the interview is used in the frame of qualitative survey among experts in the field of management of brands on social networks. The interviews should be based on a predefined scenario. They can be audio or video recorded or they can also be carried out remotely (for example by phone).²⁹ The phone interview is cheaper than a face to face conversation, it makes it easier to communicate over long distances and the respondent is not influenced by the personality of the interviewer or purely by his presence.³⁰

²⁵ EDMONDSON, A. C., McMANUS, S. E.: Methodological fit in management field research. In *Academy of Management Review*, 2007, Vol. 32, No. 4, p. 1156.

²⁶ BLUHM, D. J. et al.: Qualitative Research in Management: A Decade of Progress. In *Journal of Management Studies*, 2010, Vol. 48, No. 8, p. 6.

²⁷ ROUBAL, O., PETROVÁ, I., ZICH, F.: *Metodologie marketingových výzkumů*. Praha : VŠFS, 2014, p. 76.

²⁸ EGER, L., EGEROVÁ, D.: *Základy metodologie výzkumu pro studenty ekonomických oborů*. Plzeň : ZČU, 2014, p. 116.

²⁹ TAHAL, R.: *Základní metody sběru primárních dat v marketingovém výzkumu*. Praha : C.H. Beck, 2015, p. 71.

³⁰ BRYMAN, A., BELL, E.: *Business Research Methods*. New York : Oxford University Press, 2007, p. 214.

The interview must be structured according to the type of research being carried out, i.e. qualitative or quantitative. Interviews can be split into standardized and non-standardized. When using a quantitative approach the interview is typically conducted for the purpose of completing a questionnaire,³¹ in which the given structure is clear and can be described as standardized. There is a little space for respondent's large-scale responses and this in turn facilitates the subsequent processing and analysis of data. Qualitative approach mainly uses a non-standardized approach where the interviewer does not work with strictly specified questions but rather with areas of possible aspects of the problem.³² A small group of respondents still guarantee a workable amount of data, however the results cannot be generalized, but this is a general disadvantage of qualitative research. Some authors use very similar typology however with a slight modification to structured and unstructured, which they complement with a semi-structured interviews.^{33,34,35} Then they combine both of them and state that semi-structured and unstructured fall into a category of standardized and are used in qualitative research more often³⁶. Bryman and Bell³⁷ describe it as a dialog with a list of questions about specific areas. However, the respondent has considerable freedom regarding how to answer these questions and the interviewer is free in his initiative. As such the interviewer can ask an additional question during the interview, which is based on the respondent's answers. It allows us to explain the phenomena and also evaluate it,³⁸ and therefore this is an optimal choice among experts for the purposes of qualitative research practices.

The goals of the interviews were to obtain not only the perspectives but also the ideas of these people who are in daily contact with fans of each single page and are the driving force behind the communications and subsequent interactions that take place. Their view on the issue is interesting from several aspects. First, these people provide insight into the areas in which academic research is just beginning to enter. Until now, it is mainly in a foreign environment that is specific to its context. Second, they are mainly professionals who have a bag of experience with successful cases of communication on social networks. If the interview had to be conducted with the company owners or marketing managers they would not be able to reveal the weaknesses that the brands have in communicating on social networks. Many of the selected experts also work for more than one brand at a time, so they can, in contrast to employees of firms, better compare what works and what does not. Accumulated knowledge and experience across brands in the Czech environment make the experts an ideal source of information for the research purposes of this study.

³¹ ROUBAL, O., PETROVÁ, I., ZICH, F.: *Metodologie marketingových výzkumů*. Praha : VŠFS, 2014, p. 76.

³² Ibidem.

³³ EGER, L., EGEROVÁ D.: *Základy metodologie výzkumu pro studenty ekonomických oborů*. Plzeň : ZČU, 2014, p. 116.

³⁴ KOZEL, R., MYNÁŘOVÁ, L., SVOBODOVÁ, H.: *Moderní metody a techniky marketingového výzkumu*. Praha : Grada Publishing a.s., 2011, p. 191.

³⁵ SAUNDERS, M., LEWIS, P., THORNHILL, A.: *Research Methods for Business Students*. Harlow : Pearson, 2009, p. 390.

³⁶ Ibidem, p. 320.

³⁷ BRYMAN, A., BELL, E.: *Business Research Methods*. New York : Oxford University Press, 2007, p. 474.

³⁸ SAUNDERS, M., LEWIS, P., THORNHILL, A.: *Research Methods for Business Students*. Harlow : Pearson, 2009, p. 393.

2.2 Data collection

During the fieldwork a qualitative research among social media managers of individual profiles of brands on the social network Facebook was conducted in order to follow the main goal of this paper. They are commonly known as social media manager or the manager of the community. In many cases, however, this manager is only one single person who usually doesn't have any subordinates. Therefore the concept of the manager, as we know it from management theory, is misleading. In terms of theory it is thus more accurate to use the terms administrator of the social media, or even moderator. In any case, these are professional people and communicate with the customers on behalf of the brands that they represent, whether as employees or agencies workers. Since the respondents were professionals in the field, the interview can be classified as an expert interview. Its specificity is therefore the fact that the interviewees are not customers or consumers, and this distinguishes it from the individual in-depth interview.³⁹ Another methodological choice was the form of the interview in the sense that it is an individual expert interview.

The author carried out the selection of suitable participants for a qualitative research among specialists using a snowball sampling technique. During this selection process, the following respondent is selected on the basis of the recommendations of the previous respondent⁴⁰. The first couple of respondents were found through personal contacts of the author. The motivation for the specialists to participate in the research was the opportunity to access the results gathered during the research. The criterion was a practice in the field of at least two years. The minimum sample size was not mathematically expressed. It is recommended for the qualitative research to keep gaining more answers until it ceases to explore new ideas and opinions.^{41,42} This situation can be described as theoretical saturation.⁴³ Participants were contacted in advance to arrange the hour and the day of the interview to avoid the pressure of time under which the respondents could be otherwise. Another reason to agree the time in advance was also the surrounding in which they would be found at the time of the interview. That is important due to the recording of the interview and also understanding asked questions seamlessly and also not being disturbed while thinking. Respondents were familiar with the topic and were asked to give their consent to the acquisition of audio recording with a guarantee of anonymity. Therefore in the text of this paper they are reported under fictitious names.

While compiling the questions it was important to make sure that the questions are clear and understood in the same way by all the respondents. Only one question was asked at the moment. Furthermore, the interviewer did not jump into respondent speech during the interview and let them finish their ideas. On the other hand, author

³⁹ TAHAL, R.: *Základní metody sběru primárních dat v marketingovém výzkumu*. Praha : C.H. Beck, 2015, p. 71.

⁴⁰ MALHOTRA, N., BIRKS, D.: *Marketing Research: An Applied Orientation*. Edinburgh : Prentice Hall, 2007, p. 366.

⁴¹ COOPER, D., SCHINDLER, P.: *Business Research Methods*. 12th Edition. New York : McGraw-Hill, 2013, p. 151.

⁴² BRADLEY, N.: *Marketing research: Tools and techniques*. 3rd Edition. Oxford : Oxford University Press, 2013, p. 180.

⁴³ REICHEL, J.: *Kapitoly metodologie sociálních výzkumů*. Praha : Grada Publishing a.s., 2009, p. 88.

provided feedback by neutral nodding so that interviewer is not completely silent during the responses. Follow up questions were asked when necessary.

2.3 Characteristics of respondents

The interview was targeted at eight potential participants. One of them initially asked for the questions in advance but then stopped communicating, another could not make it due to a busy schedule, while a third was not responsive to author’s attempts to contact him. The five respondents consisted of two men and three women. Each interview lasted an average of twenty minutes. The average practical experience of the respondents was about six years, ranging from two and a half to twelve years. As shown in Table 1, two of them work in teams, and the remaining three carry out communications on social networks individually as self-employed (freelancers). Three of the respondents have had experience with marketing communications outside the online environment, while the rest have worked only online. Popular among the clients of the experts selected are brands in the fashion and sports industries. Transcript of ten-minute interview lasted for one hour in average.

Table 1: Information on interviews and respondents

Name	Length of the interview	Years of experience in the field	Type of employment	Experience outside online	Clients
Vincent	16:44	12	Self employed	Graphics, catalogs, fairs, events	Fashion, services, manufacturing, education.
Jane	19:07	3	Agency	No	Cars, education, financial services, animal food.
Ross	16:53	3	Agency	Print media, fairs, events	Fashion, Electronics, FMCG, sports.
Kate	18:39	2,5	Self employed	No	Cosmetics, fashion, sports, nonprofit sector.
Paula	28:57	10	Self employed	Print media, web	Electronics, fitness magazines, IT.

Source: Own research

The data were subjected for further analysis. Transcripts were encoded and also indexed, which was based on division of the text into shorter sections and assigning specific themes to these sections. Recurring themes, surprising themes, themes related to theoretical sections or topics that the respondent himself mentioned as important were selected for interpretation.

3 Results

From six open ended questions about (1) benefits and (2) disadvantages of social networks; (3) brand role and its (4) objectives on social networks; (5) skills and (6) knowledge of social media managers transcripts resulted in 6905 words in Czech

language. Only the parts generating new or interesting findings are presented in this section.

3.1 Benefits and disadvantages of communication on Facebook

Answers on brand value communication and search for interesting topic, which are usable for social media environment emerged most frequently among respondents. Jane summarized the process: *"With our clients, we are trying to find common topic which connects employees and clients and we are building our communication concepts and plans on these topics."* The need for content is rooted in company or brand values. Without content, the mere presence is simply not enough as Ross pointed out: *"Many companies are simply entering the social media space without any strategy, architecture of communication or basic information about its technological mechanics."*

3.2 Brand perspective and objectives

Experts agreed on elementary objectives which should be pursued on social networks. It is primarily about brand awareness, building relationship and some of them mentioned engagement and community building. Brand community has a high added value for marketers. As one of the expert (Jane) stated: *"The second part except from engagement is community building. If you create audiences on social network you can then better work with advertising than with anonymised public in front of television."* Her comment points out how brand community can be stimulated further by traditional one-to-many scheme of advertising within the social media. She then stressed out: *"Nobody is interested in number of fans, well people on client side still are, because it is number they can report to their boss and benchmark with competition, but it essentially says nothing about brand communication."* Also Vincent added interesting point on possible objectives: *"It should be all connected, it means that a company has interest in their fan's feedback on their goods and services. Managers should reflect the feedback into sales and overall structure of a business."* Experts did not mention necessity of Facebook for every company. If there is no reasonable purpose to have brand profile, it will always be the waste of time and energy.

3.3 Social media manager's skills and knowledge

Person in the role of social media manager must also meet certain quality. For the administrator of a company's profile, according to experts, it is especially empathy, diligence and patience. Paula described the reasons why empathy is important: *"I think he should be empathetic, should not only have a business thinking, but also the ability to look at it from the other sites giving the customer what the customer is interested in and not really the one who sells."* Speaking of empathy, there is also need for empathy for the client or own brand, which is a precondition for effective collaboration as Ross puts it: *"... so some empathy toward the brand environment and toward the public."* Another important skill was creativity and Kate mentioned, that *"being creative, as those themes are exhausted, so it is still necessary to come up with new things all the time."* Good preparation is also associated with the knowledge that those who are interested in the issue can get nowadays. The experts agreed that the fundamental today are primarily online resources, which alone have the opportunity

to respond to the rapid pace of development. Very often the practical experience has been the answer where to gain the skills and knowledge.

Conclusion

Overall summary of this study shows expected as well unexpected points, ideas and thoughts which could be analysed further by quantitative research. From the analysis of the qualitative data in the transcripts we can point out four important findings: First, most of brands on social networks in Czech Republic are far from being effective and strategically conscious in content generation. They lack integrated perspective on marketing communication and lack knowledge of the paradigm shift in communication process. This is resulting in poorly developed marketing plans and incorrectly stated objectives for social networks. Second, big brands are generally willing to invest in social media more, but again, they often pursue irrelevant metrics such as number of fans or likes. Third, key metrics which should be implemented into marketing communication plans more broadly is consumer's engagement and reach. In both cases every social media specialist should justify its beneficial effect on brand building or sales. Fourth, getting knowledge on brand social network communication, thanks to dynamic environment, cannot be obtained through traditional means such as books or via classic education system. This means a big challenge for institutional education to stay relevant for future marketers.

None of the respondents contradicted any theoretical approach or model. Academics and experts use slightly different language but they see the logic of best practice in the same way. Despite that, managerial practice often lack the knowledge of how to communicate with customers on social networks. There is not even clear description of what should so called social media manager do. In literature we can find recommendation to react very quickly with feedback which means constant presence of responsible employee. In context of additional activities and process behind the communication, social media manager should know strengths and weaknesses of brand. Above that, he or she should find values and stories behind the brand which would customers listen to. Next step is planning and developing social media strategy with an ultimate objective of connecting values and people in company with clients. In social media landscape, there are the following skills needed. Ability not only to speak but listen as well. Creativity is the only resistance against quick obsolescence in the field. Empathy towards the community of fans and loyal customers. Proper language and communication style within the brand identity and customers lifestyle borders. Business thinking which leads to consistent consideration of every action in social media environment and prediction of its effects on business strategy.

Acknowledgement: This paper was supported by the Ministry of Education, Youth and Sports Czech Republic within the Institutional Support for Long-term Development of a Research Organization in 2016.

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CREATING LOVEMARKS THROUGH MOBILE APPLICATIONS

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Abstract

The main objective of this paper is to identify specific features of a successful mobile application marketing strategy designed to enhance branding and help create lovemarks. Building brand awareness and customer loyalty at all possible touchpoints is currently taking us to social media and mobile environments. In order to turn your brand into a lovemark, i.e. a brand that commands both respect and love, it has to be visible everywhere that its fans live their lives. Therefore, mobile applications and their promotion within the frame of *content marketing*, *storytelling*, *video marketing* and *social sharing* are examined as well. The paper is complemented by the recent findings of the primary survey seeking to find out whether the graduates of Marketing Communications studies are well prepared and able to anticipate problems and solve any potential pitfalls that they may encounter within the field of mobile app marketing.

Key words:

App store optimization (ASO). Branding. Content marketing. Lovemark. Mobile application. Social sharing. Storytelling. Video marketing.

Introduction

Motto: "Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves."

Steve Jobs

Web and mobile applications have created a new type of economy: an app economy, the potential of which is huge. Mobile applications of various types from informative, technological, sports tracking and entertainment apps via mobile games to educational or corporate social responsibility applications are quickly becoming a common part of our lifestyle. From the viewpoint of integrated marketing communications, we could consider these apps to be like any other products fighting for market share in a highly competitive environment, yet the digital platforms that enable the downloading of these apps possess specific features. We have changed our former behaviour as a result of the dynamic development of mobile technologies. Nowadays, we are attached to our smartphones, using them to seek answers to a range of questions – from the weather forecast to the location of the nearest petrol station or a specific store. We have created automatic expectations that our questions will be answered at any time, quickly and correctly. We have *Siri*, *Cortana* and the like. We have given permission to our mobile phones to share our lives on a 24/7/365 basis. We look for new mobile apps constantly. Owing to the highly useful content placed in these user-friendly mobile apps, these apps win ever more fans across all generations. They influence both our private and working lives. Ted Schadler et al speak about so-called *mobile moments*: *"Our lives have become a collection of mobile moments in which we pull out a mobile device to get something done immediately wherever we are."*¹

¹ SCHADLER, T., BERNOFF, J., ASK, J.: *The mobile mind shift: Engineer Your Business to Win in the Mobile Moment*. Austin, TX : Groundswell Press, 2014, p. 5.

The main objective of this paper is to identify specific features of a successful mobile application marketing strategy designed to enhance branding and help create lovemarks. Building brand awareness and customer loyalty at all possible touchpoints is currently taking us to social media and mobile environments. In order to turn your brand into a lovemark, it must be visible everywhere its fans live their lives. Therefore, mobile applications and their promotion within the frame of content marketing, storytelling, video marketing and social sharing are examined as well.

1 The lovemarks paradigm

For considerable time, reasonable marketers have been fully aware of the following words of Kevin Roberts expressed in his classical book, *Lovemarks*:

"Brands can no longer cope with some of the most important challenges we face today as marketers, producers, traders, and business people.

- *How to cut through the information clutter.*
- *How to connect meaningfully with consumers.*
- *How to convince people to commit for life.*
- *How to make the world a better place.*

*There is only one way to thrive as marketers in the Attention Economy: Stop racing after every new fad and focus on making consistent, emotional connections with consumers."*²

Simultaneously, taking into account numerous observations and findings put forward by neurologists, Maurice Lévy, Kevin Roberts' colleague from Saatchi & Saatchi, elaborated very clearly that: *"Consumers who make decisions based purely on facts represent a very small minority of the world's population."*³ Indeed, customers look for rational reasons, product specifications and the best solution to their needs. However, they then make a decision based on their emotions. All this, complemented by recent achievements by brands including Apple, poses the question of why some brands inspire loyalty beyond any logical reason. Consequently, the paradigm of lovemarks has come into existence. Fans of a particular lovemark are ready to forgive it for any mistake (for example, the removal of the 3.5 mm headphone jack from Apple's iPhone 7 and iPhone 7 Plus, maybe), lack of innovation and/or high price. In buying their lovemark product, they move away from rational reasons. They buy it because they love it; because they love it, they show a higher sense of brand loyalty. They promote it via positive word-of-mouth, and they resist and fight fiercely against negative information about their lovemark. Lovemarks are no longer the exclusive property of the company. On the contrary, lovemarks are, in a sense, owned by the people who love them and protect them against all the odds.

In order to turn your brand into a lovemark, it has to be visible everywhere its fans live their lives. Therefore, the most creative and innovative brands are currently trying to go where their customers love staying, i.e. into the mobile world. Some of

² ROBERTS, K.: *Lovemarks: the future beyond brands*. 2nd Edition. New York, NY : PowerHouse Books, 2005, p. 36.

³ *Ibidem*, p. 42.

them have started to use mobile apps instead of traditional advertising. They are doing this to build customer loyalty (e.g. Kraft iFood Assistant App, or L’Oreal Makeup Genius App). Some of them go even further and use an ingenious combination of healthy lifestyle promotion and corporate social responsibility together in one app design (e.g. the Czech app called "Pomáhej pohybem/Move and Help"⁴ by ČEZ Company). The specifics of the mobile paradigm are explained in the following chapters.

2 The mobile paradigm

"We will not succeed in navigating the complex environment of the future by peering relentlessly into a rear view mirror. To do so, we would be out of our minds."

Sir Ken Robinson

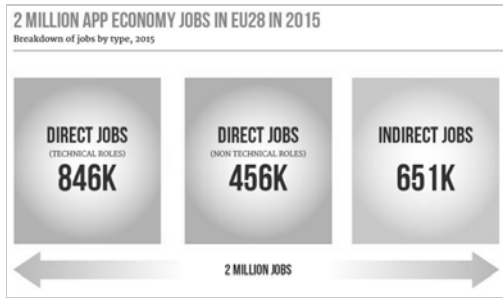
In his keynote speech at the Mobile World Congress in 2010, Google's then CEO, Eric Schmidt, declared the "mobile first" doctrine. *"The basic message is pretty simple. The confluence of these three factors (computing, connectivity and the cloud) means your phone is your alter ego, an extension of everything we do. [...] Our job is to make mobile be the answer to everything."*⁵ Eric Schmidt is a respected visionary leader and his words were confirmation of a trend that we are experiencing today. The smartphone has become an essential means of communication and an integral part of our lifestyle. For companies, communication via a mobile phone has become a new major business opportunity. For marketing professionals, it is a dream come true, because the mobile phone as a communication channel is almost always "on" and rarely "off".

Mobile communication - and especially the immense number of mobile applications - is changing our lives. Simultaneously, the economic impact is huge and economists have to take into consideration the emergence of a new paradigm – the app economy. The 3rd edition of the European App Economy report examines the app market within the European market, compiling the data for 2015. Hand-in-hand with the phenomenal rise in smartphone penetration, there has been an unprecedented demand for talented and skilled app developers. Thus, the app economy creates new jobs both directly and indirectly related to apps' creation. Out of the estimated 1.3 million app developers in Europe, there are 846,000 full time professionals. The app economy spill-over effect creates additional 650,000 jobs in the EU (see Chart 1 below) and extends beyond direct technical and non-technical jobs, creating jobs in different business sectors, from media, financial services to healthcare and automotive.⁶

⁴ "Move and help", i.e. a classical sports tracker in combination with charity/sponsorship, supporting those in need (remark by the author).

⁵ *EWeek: Technology News, Tech Product Reviews, Research and Enterprise Analysis. Google CEO Eric Schmidt at MWC Puts Mobile First.* [online]. [2015-10-18]. Available at: <<http://www.eweek.com/c/a/Midmarket/Google-CEO-Eric-Schmidt-at-MWC-Mobile-First-694942>>.

⁶ *Vision Mobile. EU App Economy 2015.* [online]. [2015-10-18]. Available at: <<https://www.visionmobile.com/reports/european-app-economy-2015#report-form>>.



Picture 1: Two Million App Economy Jobs in EU28 in 2015

Source: *Vision Mobile. EU App Economy 2015*. [online]. [2016-10-18]. Available at: <<https://www.visionmobile.com/reports/european-app-economy-2015#report-form>>.

It is important to name at least a couple of examples of the shift towards "mobile moments" we are experiencing on daily basis. At the same time, this list can help to identify "destinations" where people spend their time and the activities they perform using mobile apps. This is a crucial item of information for brands willing to continue shining and being profitable in the app economy. In addition, they are expected to extend their activities into the areas in which their clients spend their time - in order to encounter both existing and potential clients. Schadler et al explain the term "mobile moment" as follows: *"A mobile moment is a point in time and space when someone pulls out a mobile device to get what he or she wants immediately, in context."*⁷ Needless to say, whichever way we look, there are mobile moments to experience: **managers and senior executives** of companies benefit from having all the necessary data to hand (for example: sharing data with team members using the Google Calendar app, which is a powerful tool for keeping organised; or, saving data to Dropbox – where files, encompassing documents, photos and videos, are safely backed-up and easily synced and made accessible from all devices); **work and collaboration** – doing your work is getting more flexible and efficient (for example: apps like Evernote, Google Docs, Numbers, Pages and Keynote, which are already running in their mobile versions will soon be complemented by the option to share files with team members); **mobile banking** – payments "on the go", or, alternatively, payment options using QR codes; **driving motor vehicles** – as drivers we benefit from continuously updated maps, navigation apps complemented by additional geolocation services, information on traffic jams, etc. (examples include: Mapy, Google Maps, Sygic); **healthcare** – mobile apps from widespread sports trackers to specific medical apps enabling doctors to obtain holistic information on our health (for example: using a mobile app for the remote control of pacemakers helps to control abnormal heart rhythms); **citizenship** – mobile voting using dedicated native apps (in some countries). It is possible to name other areas, such as **parenting, shopping, travelling and sports**, where mobile apps play an indispensable role.⁸ This list is far from complete – but at least the sphere of **self-study and education** is worth mentioning as there are a number of mobile educational courses (e.g. MOOC, Lynda, Coursera, Udemy, edX, FluentU, etc.) - both free of charge and paid-for - which

⁷ SCHADLER, T., BERNOFF, J., ASK, J.: *The mobile mind shift: Engineer Your Business to Win in the Mobile Moment*. Austin, TX : Groundswell Press, 2014, p. 7.

⁸ Ibidem, p. 9-10.

support autonomous and social learning. Among different formats, mobile video is starting to prevail – and experts are starting to use the term, mobile e-learning”.

The mobile paradigm is today’s reality, with all its pros and cons. For companies it represents new business opportunities. For marketing professionals, app marketing is a new area of mobile marketing - a demanding but, at the same time, an interesting challenge. However, mobile applications represent high potential for the corporate brands that are fully aware of these apps’ importance for branding, sales, and CRM. Also, the marketing concept of lovemarks benefits from "creative juices flowing from intelligent and beloved mobile apps" which have become a part of our customers’ daily schedules and routines.

3 Mobile app marketing communication channels and techniques

If we want, and need, to use mobile apps as a tool enhancing the marketing concept of lovemarks, we must work with marketing professionals who are competent in mobile app marketing. The author of this paper is fully convinced that *mobile applications as products possess significant specifics* from the viewpoint of the hitherto marketing praxis. These consist mainly in the limited number of digital platforms through the mediation of which potential users download, free of charge or buy, different kinds of mobile applications. Moreover, these digital platforms have their own algorithmic rules which influence the app store ranking (i.e. the position of apps within the given category in an app store). However, the truth is that the environment is extremely competitive and the number of downloads for each app is among the most decisive parameters. The fundamental question is which marketing techniques can be implemented (if any) if we want to enhance the visibility of our application within a particular app store that is not under our direct influence (e.g. Apple App Store, Google Play Store or Microsoft App Store). We can work with search engine marketing (SEM) and search engine optimization (SEO) to reach higher synergistic marketing effect.

The author of this paper is an active user of a number of apps based on the iOS operating system which she either downloaded or bought through the digital platform of the Apple App store integrated within iTunes. Based on her personal experience with the user environment of this app store, the author fully agrees with the generally accepted view that it is fundamentally important to start the first marketing activities during a particular app’s design and creation processes. This makes mobile app marketing significantly different from other products which, as a rule, reach the marketing specialist’s workshop as final products.

3.1 Marketing techniques within an app store and their implications for lovemarks

Despite the fact that many digital marketing professionals are becoming well-versed in mobile marketing, mastering mobile app marketing can be a real challenge. Ashle Sefferman, an expert in mobile marketing, who earned her reputation as a populariser of mobile and content marketing strategies, knowledgeably speaks about the importance of the selection of the most appropriate marketing channels in the

promotion of mobile applications: *"Knowing which app marketing channels you should use is a good start, but understanding strategic changes and best practices within each channel is what will really make your app stand out against its competition."*⁹ Owing to the limited extent of this paper, its author explicitly describes only some of the suggested marketing strategies and techniques suitable for mobile app promotion. These are followed by a list of others which could help anyone interested in this topic in choosing the right topics for their further reading.

3.1.1 Affiliate marketing

How to use the technique - Affiliate marketing is a type of performance-based marketing. It represents close collaboration with external partners (affiliates) who add value to their own advertising space by publishing information about third-party products for commission. For this, they usually receive commissions on the sales made. On its website, Apple says about its partner programme: *"The affiliate program provides a unique way for your website or app to link to millions of songs and thousands of apps - as well as books, movies, TV show and more while earning commissions on qualifying sales and memberships on Apple Music. Apply now to join the program and earn commissions on Apple Music, iTunes, App Store, and iBooks."*¹⁰ The programme for partners offered by Apple is called Apple's Affiliate Programme and the corresponding programme for Android users is Google Display Network.

Strategy - within the frame of affiliate marketing, among the most popular communication channels and marketing techniques are: online advertising with banner ads, complex product information made easily accessible online, reviews written by pre-eminent bloggers, rankings, social referrals, e-mail campaigns, search engine marketing and search engine optimization (SEM and SEO), video marketing, and remarketing. With mobile apps and the technique of remarketing, we are trying to reach the target group of those users who have already downloaded a particular application, with the aim of motivating them to use the app more frequently and "stay longer". The particular content can focus on an app's new features app, or provide a reminder - pointing out that you have downloaded the app but, so far, you have not used it recently (for example, Runtastic, the sports tracker). If there is an upgrade for a particular application, the digital platform will automatically remind customers about its availability.

3.1.2 ASO – App Store Optimization and its algorithm

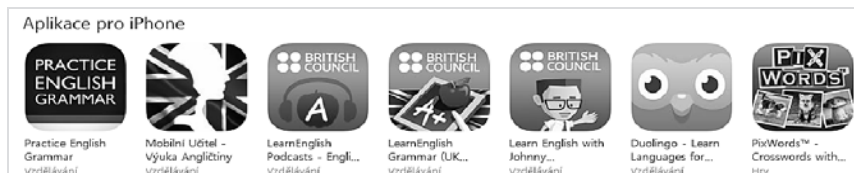
How to use the technique - App Store Optimization (ASO) represents an analogy to the already well-established SEO. However, it is used directly inside app stores' digital platforms. It aims to enable an app to achieve its highest possible ranking. The higher the position, the more visible the app is for prospects and potential conversion.

⁹ *Apptentive: Tools for mobile customer engagement. 14 App Marketing Strategies for 2016.* [online]. [2016-10-09]. Available at: <<https://www.apptentive.com/blog/2016/08/23/14-app-marketing-strategies-for-2016/>>.

¹⁰ *Apple. iTunes – Affiliate Program – Apple.* [online]. [2016-10-09]. Available at: <<http://www.apple.com/itunes/affiliates/>>.

ASO is an important technique as 63% of all applications are found based on ASO techniques in a particular app store.¹¹ The app ranking is given by an algorithm of several intertwined parameters - knowledge of which represents an important competence for marketing experts. The algorithm consists of the following parameters: *graphic icon, app's name, app's description, keywords, total number of downloads and reviews and rankings*. A short description follows in order to understand better the significance of each.

- **Professional graphic icon** – the mobile applications' digital distribution platform contains graphical icons of individual applications, with their description. The icons are positioned next to each other and resemble a filmstrip – see Picture 2 below.



Picture 2: Apple App Store searching environment based on colour icons

Source: *App Store Optimization – A Crucial Piece of the Mobile App Marketing Puzzle*. Kissmetrics Online Marketing Blog – Analytics & Conversion Rate Optimization. [online]. [2016-10-04]. Available at: <<https://blog.kissmetrics.com/app-store-optimization/>> (using a camera of iPhone 6S and a landing page of Apple App Store).

In mobile app marketing, the active involvement of marketing professionals begins at this stage. It is their task to select an appropriate icon for the application which will enable it to reach its highest possible level of “attractiveness” and “remarkableness”. Academic painters and the best graphic designers should be considered. A thorough research of competitors’ products – to look at colours and interpretation - is an absolute necessity. If possible, avoid using the same colours as your competitors have done. An icon - the graphic representation of an app - should be unique and correspond to the app's content and character.



Picture 3: Cinderella mobile app's icons inviting for download

Source: Own processing (using a camera of iPhone 6S and a landing page of the Cinderella App in the Apple App Store).

¹¹ *App Store Optimization – A Crucial Piece of the Mobile App Marketing Puzzle*. Kissmetrics Online Marketing Blog – Analytics & Conversion Rate Optimization. [online]. [2016-10-04]. Available at: <<https://blog.kissmetrics.com/app-store-optimization/>>.

- **Choosing an appropriate name** - the name of an application should include, or be, the most searched-for keyword(s) related to the application's contents. The application name can be changed, but it is not an ideal step - hence choosing a suitable name requires maximum effort from the start of the project.
- **An inviting description** - after clicking on the main icon of each application, there follows its description and few screenshots. It is important to engage a creative copywriter who can write an inviting, attractive and comprehensible description of the application.
- **Keywords** - selection of relevant keywords significantly affects the app's search results. Monitor keyword search results also in relation to competing applications. In addition to Google Analytics, a significant help is offered by, for example, freely accessible online software applications such as Google Alerts, and Google AdWords. Review not just the individual keywords, but also the so-called Long-tail, i.e. the whole phrase or phrases you're entering into the search box.
- **Number of downloads** - This parameter is part of the digital distribution platform, where the application is located. It cannot be directly influenced.
- **Reviews and ratings** - Reviews and number of stars are essential tools in assessing the quality of applications before a customer decides to download/purchase the app. It is recommended to share the best reviews on social networks.

A marketing expert specializing in ASO should have a keen eye, a great talent for observation and a penchant for analytics. S/he is an indispensable member of the marketing team, since good practice and excellent ASO results guarantee better sales.

Strategy - in her article, Ashley Sefferman suggests a strategic approach comprising ten interconnected ASO criteria as an app store optimization checklist: 1) Understand your customer and your competition; 2) choose the right app name; 3) maximize your keywords; 4) Create a compelling description; 5) Stand out with a unique icon; 6) Include screenshots and videos; 7) Localize your app listing; 8) Increase traffic with outside promotion; 9) Update frequently; 10) Encourage ratings and feedback.¹²

3.1.3 Additional marketing techniques and communication channels

Since marketers have few tools to influence app store ranking of their applications directly in the app stores, there are additional techniques recommended for apps promotion. These aim at enhancing the apps' high reputation and spreading the word about them. Among the most impactful for app marketing are: multimedia, blogs, vlogs, content marketing (topical messages), internet fora, websites, FAQ and Q&A, loyalty programmes, paid advertising, personalized advertising messages, press releases, push notification, reviews and ratings, social media/social sharing and WOM. In case we want to reach higher level of our marketing messages' retention, storytelling is the technique to adopt. Last but not least, we should take into

¹² Moz: *SEO Software, Tools and Resources for Better Marketing. The App Store Optimization Checklist: Top 10 Tips*. [online]. [2016-10-09]. Available at: <<https://www.moz.com>>.

consideration the popularity of videos and video animations - and work frequently with video marketing techniques.

4 Mobile app marketing from the viewpoint of Marketing Communications' graduates – an empirical probe

4.1 Empirical probe

To discover current opinions on mobile app marketing among Marketing Communications graduates, an empirical probe was carried out with the help of an online questionnaire. The questionnaire included three multiple choice questions and was designed in the online application, SurveyMonkey. Data collection took place on 4th and 5th October, 2016. It was decided to use Facebook as the platform for sharing the questionnaire, including paid advertising amounting to CZK 800,-, with geographic targeting of the Czech Republic and Slovakia. According to Facebook's statistics, some 4,478 people were reached (382 in organic search and 4,096 people in paid search, i.e. the respondents who responded to paid advertising). The flash survey yielded data from a total of 37 respondents. The author of this paper is fully aware that the total number of respondents is far from a sufficient representative sample and its wider force would be necessary to verify with the help of an additional extensive quantitative research. In spite of this limitation, the data collected is worth examining.

4.2 Evaluation of survey results

The goal of Question No. 1 was to find out if students see any difference between common products and mobile apps.

Question No. 1 - Answer choices	%	Responses
From the viewpoint of marketing, a mobile app is a very specific product.	63.89	23
From the viewpoint of marketing, a mobile app is a product as anything else.	36.11	13

Results and author's comments: Some 63.89% of the respondents believe that a mobile app is a specific product from the viewpoint of marketing. There is good cause to believe that these are qualified answers based on the respondents' own experience because a major part of these respondents personally use mobile apps and know the user environment of their digital distribution platforms.

Question No. 2 dealt with professional readiness of graduates to work in mobile app marketing.

Question No. 2 - Answer choices	%	Responses
I am professionally well-prepared for mobile app marketing.	8.11	3
I am not well informed about mobile app marketing but it is not a problem to get the necessary information easily.	32.43	12
I consider further education in this direction as necessary.	59.46	22

Results and author's comments: A mere of 8.11% of respondents believe they are well professionally prepared for a job in mobile app marketing. Almost 33% respondents are convinced that it is not a problem for them to discover the necessary information. However, almost 60% of respondents consider further education in this direction as necessary. Owing to the dynamic development of marketing caused mainly by technological advancements, it is logical that even the best university study programme cannot react to all the changes which marketing praxis brings about. A partial solution can consist of compulsory elective courses and their topics. Open lecturers or professional courses for graduates could also help. Simultaneously, universities could enhance their trustworthiness and play the role of a respected leader. Consequently, curriculum content changes represent a challenge for individual university departments.

Question No. 3 dealt with the readiness of graduates to take part in a job interview for a position in mobile app marketing.

Question No. 3 – If you got an attractive job offer in mobile app marketing, would you take part in the job interview? - Answer choices	%	Responses
Of course, it is no problem for me.	5.41	2
Of course, I would learn very quickly the necessary knowledge and skills.	75.68	28
No, I wouldn't have the necessary courage.	18.92	7

Results and author's comments: The finding that almost 20% of graduates would not have the necessary courage to take part in such a job interview is both significant and serious. Similar results could be most probably expected in mobile marketing or digital marketing. Owing to the fact that marketing as a scientific discipline becomes ever more technologically oriented it is necessary to reconsider the knowledge and skills expected from graduates of Marketing Communications after they will have entered their first marketing jobs.

Conclusion

It is obvious that lovemarks represent a new epoch in branding – the epoch in which lovemarks turn people around them into lovemark ambassadors and inspire brand loyalty beyond reason. As people operate mainly in "mobile mode", it is crucial to start adopting new branding strategies - including strategies in the world of mobile applications. People have also changed their preferred way of consuming information. Therefore, mobile applications and their promotion within the frame of *content marketing, storytelling, video marketing* and *social sharing* help both brand building and brand promotion. The presented findings of a survey among Marketing Communications graduates clearly indicate the necessity of further education focused on new marketing strategies and tactics - including technology-driven new marketing competencies - as the app economy creates an ever increasing number of jobs.

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NEITHER BOND COULD EVADE INNOVATIONS

Daniela Kollárová – Magdaléna Ungerová

Abstract

In the theoretical outcomes of the paper first of all we deal with the interpretation of a brand, its meanings and values. Consequently, we define innovations and provide their division according to the Oslo Manual OECD. The issue of the brand and unavoidable innovations are then applied into a literary, later a film character, whose cult originated also due to the film adaptation of the novels and short stories more than 50 years ago. So far, there have been made 24 films about the agent with the licence to kill. The reasons of the selection of this subject of investigation include following ones: films about James Bond provide evidence of the times of their origins; standardized characters are typical for the stories; there is a made-up story about the clash between the good and the evil that takes place in a stylish environment.

Key words:

Bond girls. Brand. Cars. Innovations. James Bond. Revolutionary scientific inventions.

1 Brand

A brand, a visible or in another way perceptible identification sign as such is of intangible form; It is meaning and added value of a product. Outwards, it is manifested in visual (logo, colours, and cloths of the personnel, selling area), acoustic (theme gong, slogan) and other sense utterances (taste and/or smell special for a brand, typical material of a product version). Together these manifestations make a complex unit, on the basis of which we can identify a brand. A brand has several meanings for the producer and the customer, as follows:

- Identification one; since it enables to distinguish product on the basis of certain characteristic symbols.
- Guaranty one; which represents quality that a customer expects.
- Personalizing one; when using it a customer incorporates it into certain segment (economic and social classes).

The brand increases the value of the product, which on the side of the producer enables to demand higher price for the product and on the side of the customer it ensures the feeling of higher satisfaction with the product. The equity of a brand is a set of assets and debts, which are connected with the name and symbol of the brand and in a different way they increase or decrease value that a product brings to the company and the customer. The main categories of the value are as follows:

- Brand name awareness (power of the presence of the brand in the minds of consumers is influenced by the fact if a consumer puts certain product into their shopping list).
- Brand loyalty (loyal and content customer allows the company to gain time for defence against the threat of competition).
- Perceived quality (enables differentiation of the product, it represents reasons for buying the brand, it is the driving force of consumer content).
- Associations connected with the brand (ideas connected with the brand, e.g. famous personality, symbol).¹

¹ PETRANOVÁ, D., SOLÍK, M.: *Teoretické a praktické východiská marketingovej komunikácie II*. Trnava : FMK UCM in Trnava, 2012, p. 170-173.

The brand has been important from the very beginning of marketing. A brand is name, symbol, colour, design and their combination for such identification of the product or services of a seller, or a group of sellers, which will distinguish them from goods and services of the competitors. It is a set of verbal and/or visual notices that as such compose a component part of tangible nature of the product. The name is a part of the brand that can be pronounced- there are letters, words and numerals. Symbol, design or specific packages are also parts of the brand that cannot be expressed verbally, like for example logo of Mercedes. Trade mark is legal confirmation that marketing has an exclusive right to use it. A brand is bound to a key product and its different functional or emotional values in comparison with the competition. Functional (useful) aspects expressed by the brand make its complexity. Emotional and hedonic aspects of the brand are derived from the life style and values accepted by the people and represent the basis for building relations with individual customers.

A brand should primarily express main contribution and characteristics of the product, which should be valid for all products that it is used for. A customer should recognize it in all possible variants of media and communication tools.² Brand is a value asset for marketing. However, there exists difference between values perceived by customers and between financial values. Conception of the brand value is based on both aspects. From economic perspective the brand value is a value of all future revenues elicited by a brand and their benefits. For marketers the brand value seen from the perspective of customers is much more important than its financial one. The brand value for customers (market value) may be measured in different ways, whereas they all seek to express to what extent a brand gives sufficient power to the product/brand. Brand value:

- Awareness (customers are not only aware of the existence of the brand, but they can also see a product behind it, its benefit, features, logo, company that produced the product; functional and symbolical characteristics; price, quality, benefit and features of advertising).
- Perceived quality is the customer's judgement on the fact if a product stands out in relation to alternatives. It is influenced by e.g. physical shape of the product (features, shape, colour, taste, consuming), price, level of advertising and sales promotion, service and assurances.
- Power of elicited associations. Associations can be interpreted differently. Elicited associations may have tangible/functional relations, for instance speed, easy usage or these may also be soft, for example credibility, entertainment, excitement.
- Other activities increase brand value. Here, we mean for instance patents, trademarks, qualified personnel, labels, support in distribution, and placement in the shelves.
- High loyalty to the brand. Real brand value is reality only if the customer buys it and is loyal towards the brand. Strong brand is a brand of a product that can satisfy most possible customers – loyal buyers.³

² PELSMACKER, P., GEUENS, M., BERGH, J.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2003, p. 59-60.

³ Ibidem, p. 67-73.

Strong brands provide an amount of values and benefits to companies, sales people, customers and whole society. Such brands help customers to find and identify products, evaluate their quality and form their attitudes and expectations. The brand name serves as a short label for a broad set of associations and overall personality of the brand. Brand makes easier shopping as it shortens the time of decision-making and decreases risks of the purchase – it is a promise of constant quality. This allows customer to assess value and quality of a new product in a fast way. Consumers also perceive psychological aspects, as several brands express certain social status, e.g. Omega, Aston Martin, Tom Ford.

2 Innovations

Innovations are „*quantitative or qualitative improvements of the product, process or business model that significantly add value for the customer, company, in an ideal case to both sides at once.*“⁴ They bring along changes that have a positive impact mainly on the development of the company and its adjustment to a changing market environment. Their sense is continuous growth of performance of a given company, which in this way tries to commercialize original invention. However, the final aim of each innovation activity stays interest in potential customer. We divide innovations depending on different criteria, e.g. according to the level of originality, size of the change, motives of origin or extent of impact on the consumer. Oslo Manual OECD defines four types of innovations that include a wide range of changes in corporate activities, as follows:

- Innovations of the product. Product innovations involve fundamental changes in the abilities of the products, namely launch of a completely new product as well as fundamental improvement of an already existing product.
- Innovations of the process. Innovations in the production process are reflected in the implementation of innovative technological procedures that are usually connected with implementation of a completely new production devices or servicing software.
- Organizational innovations. Organizational innovations consist of implementation of a new organization method in corporate management, in work organization or in external relations.
- Marketing innovations. Marketing innovations include implementation of modern marketing methods with the aim to support sale of the products.

Sometimes it is also necessary to make innovations to a brand itself. Reasons may differ, for example:

- Simple innovation. Most often it is innovation of a logo in order for the brand not to become obsolete in comparison with competition and development of the society.
- New field of interest. In the change of launch of new business it is better to define a new brand than to recycle the old one.
- Acquisition and merging. When buying or merging a company with a global net or other subject, the change is sure.
- Optimization of portfolio. Limitation of too diversified portfolio of brands, however in this case it depends on product category.

⁴ ZAUŠKOVÁ, A., MADLEŇÁK, A.: *Otvorené inovácie teória a prax*. Trnava : FMK UCM in Trnava, 2012, p. 48.

- Change of position. What matters is the range of changes, to what extent we want to shift the perception of a brand.
- Revival of forgotten brands.

Based on the above mentioned we can state that innovations mean such a way of improvement of products, processes, marketing and organization for a company, which will distinguish it in a positive way from the competition and will bring along content of customers that will be manifested in the increased demand on its products.

3 Methodology

We chose as the object of our investigation a literary and later a film character, a brand, whose cult originated also due to the film interpretation of the novels and short stories more than 50 years ago. So far there have been made 24 films, in which the main role was played by 6 different actors of their times. One of the reasons of casting was the fact that films on James Bond are testimonies of the times of their origins. Thank to them we remind ourselves of social, cultural, political, economic and technical development of the society. The fundamental source of information on innovations serving to us was a scientific monograph from A. Zaušková, and A. Madleňák and we processed theoretical outcomes on the brand process primarily through the publication of P. Pelsmacker, et al. We obtained data on the object of investigation by researching numerous electronic sources. The main scientific methods used in constructing the paper involve analysis and synthesis.

„Bond, ...James Bond“

This personal introduction with stating the name has become the 22nd most cult film catchphrase according to the survey of the American Film Institute. Bond started on the pages of books; gradually he dominated on the radio, television, film screens, computer games, Internet, mobile applications and also Blu-ray.⁵ The writer Ian Fleming created a prototype of a perfect hero of the period of the Cold War, who does not lack topicality even today. Bond represents certain archetype of a bachelor, who serves the empire with the honour. In the beginnings an always smart with a sense for humour, at present a more human agent who bleeds and is dirty. The British humour of a heart-breaker is transformed into an image of a nation hero. Bond fights for the good that is never more specifically defined, however also never doubted. Armorial credo of the Bond family „The world is not enough“, elite schools, military career, noble birth predestine Bond to cross the borders of causal world and to live a unique, unusual life. The fact that Bond's parents died due to a mountain climbing accident, deprives the character (brand Bond) of the past and also privacy.

The story is characteristic for its standardized characters (unbeatable hero, appealing ally, cruel rival, made-up story about the clash between the good and evil, which takes place in a stylish surrounding - exotic destinations, underground and

⁵ ŠULC, S.: *James Bond je dokonalý. Jako agent i jako komerční produkt.* [online]. [2016-11-25]. Available at: <<http://zpravky.e15.cz/byznys/technologie-a-media/james-bond-je-dokonal-y-jako-agent-i-jako-komer-cni-produkt-926221>>.

undersea places, space). The same is also true for constantly returning motives, or attributes of the brand, as follows:

- Physical look and skills. Bond is a man with attractive youthful appearance, boyish playfulness and stubbornness, at the height of his physical and mental powers. In spite of that he is endowed with maturity, huge amount of experience, inner peace and detached view in dramatic situations. The exact age of James Bond is not stated in any of the film adaptations. According to estimates his age lies somewhere between 30 up to 40 years. Bond is an excellent athlete (e.g. he can ski, water-ski, windsurf, play tennis or golf, swim, dive, shoot, close combat), excellent driver (for example he can drive a car, motorbike, motorboat), as well as a pilot (he can fly helicopters, planes), gambler (roulette, poker).⁶
- Cars. According to the novel the first car of James Bond was Aston Martin, later Bentley. However, in the first film he drove Sunbeam Alpine Mk. II, later in the films there were replaced several brands, but probably his most famous car is Aston Martin DB5. Due to the genie of Q he would always have it equipped with different technologic gadgets, like for example machine guns behind sidelights, smoke screen, and catapult passenger seat or number plates of nearly all countries.
- Weapons and scientific inventions. Bond's most popular weapon was light revolver Walther PPK, which he used to wear in a leather holster under his arm. In the 1930s it was developed for the needs of German intelligence service, it could be always fast at disposal and since it was small, it was possible to hide it under the pillow. Revolutionary scientific discoveries of the times, sophisticated deadly mechanisms and technological gadgets (e.g. hovercrafts, tanks, submarines, lunar vehicles, explosive chairs, shooting cigarettes, hats with sharp peaks, and shoes with poisonous tips) made Bond somebody unique. In the times of different innovations however they do not arouse so much interest anymore.
- Cloths. Bond is dressed appropriately to the situation, functionally, tastefully and elegantly. The core of his wardrobe is a well-fitting black suit, or dress suit and naturally trendy accessories, for example silky ties, bow ties, dress-suit shirts, pearly buttons, leather belts, watches or copybook shoes, which showed special features in the right moment. On informal occasions Bond puts on a T-shirt, sporty leather jacket and dark jeans. In the first film adaptations Bond used to have headwear in the form of a hat.⁷
- Alcohol. Shaken, not stirred, "this is a famous catchphrase of the agent, when he was ordering for him typical drink – vodka, martini. For the very first time Sean Connery ordered it in 1964 in the film Goldfinger, after 50 years it was replaced by beer Heineken. Brewery concern Heineken is alleged to support the film production by the sum of 45 million dollars, which after 56 years led from the cult drink of James Bond - Vodka & Martini, shaken, not stirred to the beer Heineken.
- Bond Girls. Even more than cars and weapons, it is young women who belong to Bond. His first one was Ursula Address and her white bikini is

⁶ ZABILANSKÝ, T.: *Typologie postavy a vlastnosti dlčích představitelu. Téma: James Bond.* [online]. [2016-11-25]. Available at: <<http://25fps.cz/2007/typologie-postavy-a-vlastnosti-dilcich-predstavitelu/>>.

⁷ Ibidem.

unforgettable. Since then, many beautiful women took turns at his side.⁸ Characters of female protagonists reached from half-dressed Bond's „pendants“ up to feministic icons, since they most of all correspond with the times which produced them. For example until 1973 it was not possible for Bond to have an affair with a girl who would not be white and it took 35 years until the main Bond girl became an Asian woman.⁹

- Locations. In none of the film adaptations there is stated Bond's economic status. At the same time, Bond moves among different world localities and exotic resorts, he looks for expensive hotels, graceful beauties and games of chance. In one film he changes approximately three different localities, which are in mutual contrast by climate and cultural manifestations.¹⁰ So far the last Bond-film *Spectre* was shot in Mexico, Great Britain, Italy, Austria and Morocco.¹¹
- Brands. Due to the problems with funding the production which accompanies shooting of immediately first films on Bond, there came to connection of Bond with world famous brands, which has lasted so far. According to official web sites of James Bond, at present there are fourteen prestigious brands that cooperate with the production in this way, as follows: Aston Martin, Belvedere Vodka, Mobile Game, Bollinger, Gillette, Globe-Trotter, Heineken, Land Rover, Mac Cosmetics, Omega, Sony, Tom Ford, and Visitbritain.¹²

As already mentioned, agent with the licence to kill came from its origin in the books of Ian Fleming through various changes. These might be the results of the pressure of production and distribution companies, which put emphasis on effectiveness of investments into production, distribution and marketing; and also the change of film viewers. Whereas in the past there were people aged 30 and 40 who used to attend the cinema, nowadays regular visitors of the cinema are young adults aged 18-24, partly those aged 25-34.¹³ And these would not order Vodka Martini § shaken, not stirred at a bar today. Cinematography and the image of the action hero have actually adjusted to them.

Conclusion

Bond is not a new and unknown brand for the world. However, it became the object of our investigation for the first time. The choice of Bond, as an object to investigate was not related to his physical look and attractiveness of main heroes, but to the

⁸ *Muži chcú byť ním, ženy s ním. James Bond oslavuje.* [online]. [2016-09-25]. Available at: <<http://style.hnonline.sk/vikend/459155-muzi-chcu-byt-nim-zeny-s-nim-james-bond-oslavuje-1-12-2016>>.

⁹ *Toto jsou všechny ženy Jamese Bonda. Jen ta poslední je... jiná.* [online]. [2016-09-25]. Available at: <<http://art.ihned.cz/film-a-televizce/c1-30284450-toto-jsou-vsechny-zeny-jamese-bonda-jen-ta-posledni-je-jina>>.

¹⁰ ZABILANSKÝ, T.: *Typologie postavy a vlastnosti dílčích představitelů. Téma: James.* [online]. [2016-09-25]. Available at: <<http://25fps.cz/2007/typologie-postavy-a-vlastnosti-dilcich-predstavitelu/>>.

¹¹ *Spectre film locations.* [online]. [2016-09-25]. Available at: <http://www.movie-locations.com/movies/s/Spectre.html#WE_kbLLhDIV>.

¹² *Partners.* [online]. [2016-09-25]. Available at: <<http://www.007.com/#>>.

¹³ *Návšteva kina vytvára zážitok mimoriadnosti, aj napriek tomu Slovinci do kina veľmi nechodia.* [online]. [2016-09-25]. Available at: <<http://www.pluska.sk/slovensko/spolocnost/navsteva-kina-vytvara-zazitok-mimoriadnosti-aj-napriek-tomu-slovaci-do-kin-velmi-nechodia.html>>.

documentation of the period, as we mentioned for a couple of times in the text. He is a prototype of a perfect hero of the period of the Cold War, who does not lack topicality even today, however with several small changes. In the beginning always a well-tended gentlemen with a sense for humour, today a more human agent who bleeds and is dirty. As already mentioned, the agent with the licence to kill went from its origin in the books of Ian Fleming through manifold of changes. These seem to be the results of the pressure of production and distribution companies that put emphasis on the effectiveness of investments into production, distribution and marketing and also changes of the film viewers.

Acknowledgement: The paper is a part of research project VEGA 1/0640/15 named: „Phygital Concept and Its Use in Sustainable Integrated Environmental Management of Businesses“.

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THE IMPORTANCE OF BRAND AT THE PUBLIC UNIVERSITY

Roman Kozel – Michal Vaněk – Petr Očko

Abstract

Decrease in the number of candidates, who want to study at universities, causes the need of marketing procedures being implemented into the management processes of universities, faculties as well as individual working places. At the times when the offer of the university studies greatly exceeds the actual demand, the most important seems to be positive references and a good name of the individual workplace. The value of the good name or more precisely of a brand and marketing procedures linked to building it may represent a significant competitive tool on the tertiary education market. The aim of this article is to present a specific marketing approach towards the brand building demonstrated on the example of the Institute of Economics and Management Systems of Faculty of Mining and Geology of VSB – TU Ostrava. In particular, the authors will present the outcomes of the research focusing on target groups and organisation of the institute's events.

Key words:

Brand value. Events. Institute. Marketing. Marketing communication. Marketing research. References. Student.

Introduction

Obtaining and keeping the competitive advantage is without a doubt one of the key factors management should continuously focus on. And it goes for managements of huge industrial companies as well as for managements of public institutions and non-profit organisations.¹ Decreasing number of tertiary education applicants in the last five years and rather high number of universities have caused a dramatic change in behaviour of individual public education institutions towards their potential students. Universities, or more precisely their managements, have adopted standard marketing tools used for approaching customers.² Therefore, it has become quite common to come across so-called outdoor advertising, PR activities and use of social networks when promoting schools or particular study programs. VUT Brno may be used as an example of university that actively uses marketing tools. For instance, their advertising spot, made in 2013, called "Miluji tě, mé VUT" has been view by more than 800 thousand people on the youtube.com channel. The authors shall not omit the advertising spot of their alma mater VSB-TU Ostrava, which was made in 2016 to attract new applicants, called „Doc. Vlákno – Hey Lámo!“, viewed so far by almost 179 thousand people on the same youtube.com video channel.

Even though, both spots vary by three years between their make and university rector's offices being 165km afar, they still have something in common. This common feature is that the spots do not promote individual study programs, but communicate how studying the particular university will benefit the applicant. With some simplification, we can say that this is a focus on brand marketing. The authors are

¹ VILAMOVÁ, Š. et al.: Selected Aspects of Marketing Management of Metallurgical Companies. In *METAL 2013, 22nd International Conference on Metallurgy and Materials. Conference Proceedings*. Ostrava : TANGER, 2013, p. 2043-2049.

² HAWRYSZ, L., HYS, K.: Process-Oriented Management in Public and Private Sector. In FILIPOVIC, D., URNAUT, A. G. (eds.): *Economic and Social Development: 2nd International Scientific Conference Book Of Proceeding. Conference Proceedings*. Varazdin : Varazdin Development & Entrepreneurship Agency, 2013, p. 1034-1042.

convinced that brand plays an important role in the decision-making process of the education applicants. In the Czech Republic the most privileged position among the university brands belongs to the Charles University. One of the reasons is undoubtedly the tradition that is associated with it. The research, conducted by the authors, shows that very essential sources of information for education applicants are references. It may be derived that if current students identify with the university and such becomes their alma mater, those students are then able to positively influence their surroundings and hence spread the good word of the university – as of the brand.

It is also true that students apply to a specific study program, not to the university as a whole. And that is why we are convinced that it is necessary to transform the individual study programs into imaginary brands - because these imaginary brands are in real competition. We shall not forget that not only universities are in competition, but also the study programs offered by these universities compete each other in the contest for the applicants. The aim of this article is to present a specific marketing approach towards the brand building demonstrated on the example of the Institute of Economics and Management Systems of Faculty of Mining and Geology of VSB - TU Ostrava. In particular, the authors will present the outcomes of the research focusing on target groups and organisation of the institute's events.

1 Institute of Economics and Management Systems

The authors work at the Institute of Economics and Management Systems, Faculty of Mining and Geology, VSB – TU Ostrava. One of the study programs offered by the institute is the Economics and Management of Raw Materials. Although the Institute of Economics and Management Systems was founded in 1994, its history began much earlier. The history of this institute, more to say of guaranteed study programs dates back to the early 50s of the 20th century. The current study program of Economics and Management of Raw Materials opened in the academic year 1950/1951. In this year, it was the first time, when to the study programs of Coal Operation and Ore Operation the subjects of job management and wage economics were newly implemented. Government regulation from 19 August 1952, established the Economics Faculty of Engineering, which prepared graduates for technical and economic work in mining and metallurgy. In 1955 a so-called Open Department was created at the Mining Faculty of former VSB that according to its status united Departments of Mining of Deposits, Mine Surveying, Economics and Organization of Mining of the Faculty of Economics and Engineering and the Department of Technical Mechanics and Mining Transport from the Faculty of Mining Engineering.

Another milestone followed in the academic year 1959/1960 due to government regulation from May 1959, which merged the Geological Faculty with the Faculty of Mining and also with the study field of Economics and Organization of Mining from the Faculty of Economics and Engineering that was closed down. The newly established faculty provided, among other, study programs in the field of Economics and Organization of Mining. This program had been offered to the students until the 90s of the last century when with regards to socio-economic changes and the consequent reduction of mining, the field and basically the whole faculty, underwent

a restructuring. In 1992 extending the study and professional profile of the Department of Economics and Management in the Mining Industry created the Department of Economics and Management of Raw Materials. In the academic year 1993/1994 there was a change of a name and focus of the study program of Economics and Management in Mining to the study program of Economics and Management of Raw materials. The reason for such change was the increasing interest in business and trade in the field of raw materials and decreasing interest in economics of mining. In 1994 the original department transformed into the Institute of Economics and Management Systems. At present the applicants can choose from two study programs in bachelors and masters degree levels (Economics and Management of Raw Materials, Industrial System Engineering) and one PhD study program called System Management of Raw Materials.

2 Brand value and customer

There are many perspectives, from which the brand value may be seen; the professionals mostly agree that the brand value is closely linked to marketing strategies of a brand, above all with the marketing influence that could be said as being characteristic for this brand. One of the approaches marketing specialist share with regards to the concept of brand value is the approach of seeing the brand value from the consumer's perspective and it says that: *"The strength of the brand is created by what has been read, seen, found out, thought about and felt by the consumers in connection to the brand."*³ Leslie De Chernatony says that we can look at the brand as on the *"set of functional and emotional values that promise the consumer a unique and pleasant experience."*⁴ We can therefore derive that the brand value may be seen as a combination of functional and emotional values. Functional values of the brand are values that consumers perceive with their brains. Emotional brand values are values that the consumer perceives through their feelings.

Vysekalová defines brand equity, otherwise known as a relationship and behaviour of a customer towards a brand, as a *"differentiated influence that has a knowledge or awareness about a brand and about customers' behaviour towards this brand based on marketing communications of this brand."*⁵ Brand value represents strength and features that characterize the brand. Brand strength also lies in how the customers see the brand, how they perceive it, know it and also on their personal experience with the brand and the associations that they have with it. Brand strength is obtaining the customers, gaining their trust and loyalty. If the customers perceive the brand in a positive way, the brand then has a positive value derived from customers and vice versa. Strong brands can bring the company higher revenue, improve the perception of the product's performance and strengthen the brand loyalty. It can therefore be stated that the brand value brings values not only for customers (consumers), but also for companies (producers). Every customer is influenced by certain factors of the brand value and those are a part of marketing communications of the brand. These values are brand awareness, perceived quality, strength of brand

³ KOTLER, P., KELLER, K. L.: *Marketing Management*. Praha : Grada Publishing a.s., 2013, p. 281.

⁴ De CHERNATONY, L.: *Značka: od vize k vyšším ziskům*. Brno : Computer Press, 2009, p. 11.

⁵ VYSEKALOVÁ, J. et al.: *Chování zákazníka: Jak odkrýt tajemství „černé skříňky"*. Praha : Grada Publishing a.s., 2011, p. 144.

associations, other assets or high brand loyalty.⁶ Therefore, it can be said that brand building is closely related to marketing communications. The main trends in the use of marketing communications today, include:⁷

- Social networks – social media are generally used for increasing brand awareness, building emotional attachments and sharing information,
- Viral marketing – its aim is to create an original and funny advertising (short video) that supports product's sales, its positioning and awareness and that gets forwarded and shared and thus spreads virally,
- Content marketing – content marketing is based on a meaningful and quality content that attracts people interested in the product; rather than selling it focuses on communication with customers,
- Event marketing – is used mainly for strengthening and reinforcing ties between the company and its business partners or employees, it includes various social, sports and entertainment events, which aim to deliver an extraordinary experience.

3 Marketing approach of the Institute

The reality of recent years is a gradual decline in the number of applicants to study at universities, Technical University of Ostrava included. This situation is among other factors caused by the situation of partner industrial companies⁸ with their registered offices in the Moravian-Silesian region.⁹ Also the study programs offered by the Institute of Economics and Management Systems were not spared this negative trend. And that is why in 2014 the new management of the institute decided to involve marketing in its operation. The main three aims of the marketing concept have been set as follows:

1. Positively influence current students and turn them into opinion leaders for potential students.
2. Create on-going communication with potential students.
3. Continuously communicate with other target groups.

The main aim of the institute is creating good name of the institute and its study programs based on marketing activities of the faculty, or more precisely of the whole university. The authors see the term of “good name” in the context of this article as a well-managed brand that helps potential candidates to make the right decision. Good name of the institute as well as of individual study programs are, according to the management of the institute, vital for creating sufficient study demand. Good name as a brand represents added value for potential as well as current customers.

Marketing communication of the institute therefore focuses not only on the high school students, where potential students and absolvents of our study programs may

⁶ De PELSMACKER, P., GEUENS, M., Van den BERGH, J.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2003, p. 67-70.

⁷ FREY, P.: *Marketingová komunikace: Nové trendy 3.0*. Praha : Management press, 2011, p. 41-76.

⁸ SKOKAN, K., PAWLICZEK, A.: Lifecycle of enterprises and its dynamics on the basis of annual turnover: an empirical study of Czech and Slovak enterprises. In *Proceedings of 22th IBIMA Conference. Conference Proceedings*. Norristown : IBIMA, 2013, p. 268-280.

⁹ SUCHÁČEK, J., SEĎA, P., FRIEDRICH, V.: Location Preferences of Largest Enterprises in the Czech Republic and Their Differentiation. In KOCOUREK, A. (ed.): *Proceedings of the 12th International Conference: Liberec Economic Forum 2015. Conference Proceedings*. Liberec : Technical University Liberec, Faculty of Economics, 2015, p. 175-183.

be recruited, but also on their current students, who present the greatest source of information about the institute and thus the best disseminators of the quality the brand of the Institute has to offer. Systematic approach towards these two main target groups of marketing activities of the institute was applied in the following order of consequently happening activities:

1. Marketing research conducted among target groups.
2. Using social media as a marketing tool to promote the brand with its target groups.
3. Creating events for students and members if the institute.

The authors of this article presented the use of social media at the “Marketing Identity” conference in 2015 see the paper in the conference proceedings.¹⁰ That is why this article will mainly present the methodology and selected outcomes of the above mentioned marketing research conducted among the identified target groups and some illustrations of events for students and institute members. The authors know that all three areas are interrelated and mutually supportive.

4 Methodology of the research process

The research process among the target groups of the institute, evidently there are more target groups than the article previously stated, is carefully processed and includes all phases of comprehensive research process.¹¹ The problem of the research submitter (the institute) is an effort to increase both: the interest of the candidates in the study programs the institute offers and the employability of graduates on the job market.¹² The main problem of the research is a lack of customers’ needs knowledge (needs of individual target groups). The aim of the research is to obtain relevant information to support making the right marketing decisions. The main aim of the research is to measure the customer satisfaction regarding the current education system of the institute’s study programs. Another essential step, at the very beginning of the research, is to set the research hypotheses. The authors chose the following three hypotheses for the needs of this article:

H1 Potential candidates of the study programs, offered by the institute, consider references from current as well as former students as a significant source of information.

H2 The expectations of current students are mostly met.

H3 Former students are not quite satisfied with their choice of study field.

In the context of these research hypotheses we have been collecting feedback from these three groups of respondents (target groups):

1. New students of the institute’s study programs – their opinions represent the target group of high school students and graduates who applied to study the programs offered by the institute.

¹⁰ VANĚK, M., KOZEL, R., BALLARIN, M.: Digital Marketing in the Conditions of a Public Educational Institution. In ČÁBYOVÁ, L., PETRANOVÁ, D. (eds.): *International Scientific Conference on Marketing Identity – Digital Life 2015. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 353-362.

¹¹ KOZEL, R., MYNÁŘOVÁ, L., SVOBODOVÁ, H.: *Moderní metody a techniky marketingového výzkumu*. Praha : Grada Publishing a.s., 2011, p. 71-150.

¹² MINISTR, J.: The influence of human resources on the IT service management. In LUZAR-STIER, V., JAREC, I. (eds.): *Proceedings of the 35th International Conference on Information Technology Interfaces, ITI 2013. Conference Proceedings*. Zagreb : University of Zagreb, 2013, p. 323-328.

2. Students about to graduate the institute – their opinions represent the target group of current students of the programs offered by the institute.
3. Graduates of the institute’s study programs – their opinions represent the target group of former students of the programs offered by the institute.

First data collection carried out in 2015 (the results of this collection are quantified further in the article):

- The target group of high school graduates – out of all 48 registered students for the first year full-time studies, 28 provided the feedback.
- Target group of current students of the institutes programs – out of the total number of students – 153 – altogether 83 respondents participated in providing the feedback.
- Target group of former students of the institute – out of the total number of graduates in year 2014 altogether 147 graduates were approached, those who published their contact details in the database of the institute’s absolvents. Out of them 42 respondents provided us with feedback.

With regards to the obtained data relevant statistic procedures of analysing data were used. In particular in the case of nominal and ordinal variables the analysis by the use of pivot tables was used and in the case of ordinal and quantitative variables mostly comparison of averages, correlation and regression.

5 Main outcomes of the target group research

H1 Potential candidates of the study programs offered by the institute consider references from current as well as former students as a significant source of information. (*Hypothesis confirmed*).

Almost half of the candidates for study programs of the Institute of Economics and Management Systems, who registered to study the first year in 2015, stated that the first information about the study programs they received was from their friends, family or acquaintances. Chi-square test showed dependence of the responses to a gender - residues revealed that men get more information from others, while women more often from the institute’s website.

Table 1: Source of information about institute’s study programs

	%	ch ² test
From friends, family and acquaintances	46,4	+ men
From searching the website of Mining and Geological Faculty	35,7	+ women
Visit of the institute’s representative at a high school	10,7	
At the University Fair	3,6	
From information brochures of Mining and Geological Faculty	3,6	

Source: Own processing

To the question, where the respondents obtained further information, they most frequently stated that on the website of Mining and Geological Faculty or other

information channels/materials of the VSB – TUO. As a third option they stated friends, family or acquaintances (35,7%). Recommendation of other people played a great role when applying for a particular study program as this answer was chosen by more than 40% of respondents, who started their first year in 2015. Differences between the first year students and students about to graduate are apparent from the table, where the columns with the results of the Chi-square test (by the + marked groups which chose the specific option more than it was expected).

Table 2: Reasons to apply for the institute's program

	% (1st y.)	% (5th y.)	chi ² test (1st year)	chi ² test (5th year)
Recommendation of friends, family, acquaintances	42,9	21,7	+ Grammar School, men	+ full-time students
Interest in particular program	32,1	24,1	+ Grammar School	+ men, part-time students
Recommendation of current or former students	32,1	24,1	+ Business Academy, women	+ part-time students
Attractive study program	28,6	20,5		+ men, full-time students
Increased chances on the labour market	25,0	22,9	+ Business Academy, men	+ women, part-time students
Fail to get into another preferred school	21,4			+ follow-up Master degree students
Availability, proximity of residence	21,4	33,7		+ men
Good name of the faculty		26,5		+ part-time students

Source: Own processing

Conclusion: The brand value of the institute has a significant influence in the decision-making process of the applicants interested in study programs of the institute.

H2 The expectations of current students are mostly met. (Hypothesis confirmed)



Chart 1: Expectations of current students

Source: Own processing

Respondents of the fifth year proved that they have a clear image of the school they have been studying as well as the program they have been attending. Their expectations were mostly met except for factors where the satisfaction (reality) significantly lags behind the importance (and thus expectations). In the satisfaction also the education leading towards succeeding on the job market and practical use of knowledge during the study are behind expected values. When comparing the responses of the fifth year students and the first year students, those who have just entered the study program consider the success on the job market and related factors to be essential. After that the factor of good teachers.

Conclusion: The brand value of the institute is above all created by its functional value (content of the study offer that should lead to succeeding on the job market), to which good teachers may significantly contribute. Besides that teachers may by their behaviour (in the classes or at the events organised by the institute) create the emotional value of the institute's brand.

H3 Former students are not quite satisfied with their choice of study program. (Hypothesis confirmed)

It could have been expected that graduates asked to fill in the questionnaire one year after their graduation will be satisfied, as overwhelming majority of them found a job within six months of graduation (after graduation, it was almost 80% of them). Therefore, it may be surprising that only 57% of respondents answered that if they had to choose again, they would choose the same faculty and the same study program they had studied before. It could be explained by the fact that previous questions were answered by respondents who could have during their studies or

before them experience the change of management towards the use of marketing communication, whereas the approached graduates could not have.

Conclusion: The brand value of the institute is based on the relationship institute (teacher) – client (student) which shall be mutually beneficial and mutually believable. Only in this case it can be expected that the brand value of the institute has a real meaning to the customer.

6 Events organized by the institute

Event marketing shall bring extraordinary experience. Experience that will be jointly prepared by all the members of the institute and on the top of that students should feel the added value as they are both: the creators as well as participants and so they feel the need to share these experiences in various target groups. At the same time this casual way provides the best opportunity for the students and teachers to get to know each other. On the basis of the questionnaire survey done in 2015 there have been two events planned for the year 2016. The first one took place in the first half of this year; the second one is being prepared. In both cases, the students of selected study programs prepare these events, and the members of the institute are there for them to provide advice or methodological guidance. At the beginning of the semester an organization team is put together in individual subject that consist of every students of the given subject. Within this team a small work groups are set aiming to solve assigned tasks. The main tasks of the organizers are, above all, to ensure the following: venue, program, catering, promotion, funding and attendance.

In the first half of this year (2016), students of the first year master's degree organized an event called "The Great Gatsby". The name of the event had a symbolic meaning, as the participants were to wear adequate clothing corresponding with the times of this novel, or more precisely movie. This way first of the aims was met – connecting the students and the teachers of the institute. The event took place at the premises of university that serve for this kind of activities such as balls and so on. After the official opening lines of the management of the institute and faculty, there was a prepared program such as dancing performances or tombola for prizes that were given for these purposes by the organizers or members of the institute. Given the date the event took place, it had also served as a farewell party for the graduating students and as a thank you party for the teachers.

Students were meeting the teachers as well as the PhD students of the Institute on the dance floor or at the foyer, where besides the catering, The participants could take an original photo in the photo corner. Photos of students and teacher taken here may then be shared and could be used as an example of viral marketing. Relaxed atmosphere allowed discussions of many students and teachers that would have not the chance to meet elsewhere than in the classroom and could not talked about matters that are of importance to both sides. During the following months, the members of the institute repeatedly received a positive feedback regarding this approach of the institute towards its students, which could positively influence the potential applicants.



Picture 1: Participants of the first institute's event

Source: Own processing

After the success of the first event, many participants hope that it would be the beginning of a new tradition. At the moment a second event of the institute is being prepared. This time the students of third year of bachelor studies were assigned to organization. Whereas the first event was carried out in a rather formal, representative spirit, this time the event should be in form of an informal sporting tournament. During the month of December students will compete their teachers in bowling. The draft version of the event works with two teams of each year and two teams of the institute's members, i.e., twelve teams fighting to achieve the Challenge Cup of the institute. Also this time the sport is only a secondary aim, mainly the event shall create an opportunity for the students and teachers to meet outside the classroom. This type of event shall once again be shared with families, friends and acquaintances and shall serve not only to strengthen the value of the institute, but also to remind the students that the teachers are not just teachers, but also human-beings who see the students as customers and are to some extends interested in fulfilling their needs.

Conclusion

The brand value of the Institute of Economics and Management Systems may represent a significant competitive tool when attracting the potential students in the future. The path, the management of the institute took two years ago, is the path of marketing approach focusing mainly on a customer. As described in the article, the brand value brings advantages not only to students, but also to the institute. The institute shall continue obtaining systematic feedback from relevant target groups and actively use such information in their marketing communication. Potential customers find references from current students and at the same time from online sources of marketing communications of the institute that has been using for instance the benefits of social media, viral, content and event marketing. The authors of the article know that the importance of the described marketing activities of the institute will grow with time by their repeating and improving and there will be further synergy outcomes of these actions. Feedback found from all the relevant target groups up until now supports the path the management decided to take.

Acknowledgement: The article was supported by a specific university research by Ministry of Education, Youth and Sports of the Czech Republic No. SP2016 / 29 Creation of a system for market analysis of industrial enterprises.

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REFINING DIGITAL MARKETING TAXONOMIES: ADVERTISING PLATFORMS AND DIGITAL METRICS

Martin Kuchta – Andrej Miklošič

Abstract

Digital marketing is a young and still evolving scientific discipline. Emerging technologies are improving the functionality of platforms and advertising formats, affecting purchase models and influence the variability of targeting options. For marketing managers, it is necessary to stay in touch with all these new trends. However, due to the dynamism of the digital environment this might be very difficult. This article introduces an original categorisation of digital advertising platforms by organising the existing variables used in digital marketing and defining the links between them, along with creating a taxonomy of digital metrics used to measure effectivity of digital communication campaigns. This overview of all digital variables that affect the efficiency of spreading the message about the brand is helping marketing managers understand links and connections between them and better focus on digital media creativity. The result is a digital media strategy which can deliver the campaign message to the right target group, at right time and through the right channels.

Key words:

Advertising platforms. Campaign goals. Digital metrics. Measurability. Online platforms. Tracking.

1 Introduction

Digital marketing is the youngest of all marketing disciplines. Its dynamics can be denoted as the most apparent difference from traditional marketing channels. Digital marketing works with many variables and because of this, it is often referred to as a living organism. All variables interact and affect each other. According to Wańtrobski et al. (2016), while planning is the most important part of traditional marketing channels, the optimization and tuning in real time, while campaign is on air are equally important in digital marketing.¹ Testing and various model types are inherent part of the online environment. Refinement of one parameter could have positive impact on performance of other variables, what can increase performance of campaign finally.

The aim of this article is to introduce an original categorisation of digital advertising platforms by categorizing the existing variables in digital marketing and defining the links between them and to introduce a taxonomy of digital metrics used to measure effectivity of digital communication campaigns. The authors perceive this as an important part of efficient digital communication supporting the brand awareness and integrity of the communicated message. Incorporating some of the new forms of advertising and/or the possibilities the advertising platforms offer, can be crucial for digital agencies to satisfy the needs of their clients. As Mendelova and Zuskova (2016) state, innovations within marketing communication play a very important role for advertising customers as more than 40 % of the respondents indicated that they are a strategic tool within the company's communication. In this case, innovation is considered to be an important brand image attribute, which is monitored and analysed within branding and these results are taken into account

¹ WAŃTRÓBSKI, J., JANKOWSKI, J., ZIEMBA, P.: Multistage performance modelling in digital marketing management. In *Economics & Sociology*, 2016, Vol. 9, No. 2, p. 101.

when defining sales and communication strategies.² New technologies are also impacting the way how consumers consume the content, either passively or actively, and search for information regarding their future purchase. Kopanicova and Klepochova (2016) in their research regarding attitudes towards adoption of new technologies in purchasing process note that the sage of new technologies changes the consumers' ways of purchasing of products and services. New technologies and their usage among population are subject to so called diffusion process – the process of accepting new ideas, products, and services – simply called adoption process of inventions.³ This is another aspect why the agencies need to be familiar with all the available channels, formats and be able to compile and effective media mix to spread the brand message to those consumers they really intent to reach.

To achieve the objectives of this article, a methodology has been used based on observation and practical experience with digital marketing processes. Real situations that many marketers are daily confronted with have shown the need of complex view on all digital platforms and connections between them. All necessary information was searched and processed through available scientific sources supported by relevant data available on publicly accessible websites.

2 Advertising platforms

There are many inputs marketers need to think about while planning online activities. Many of them are not even related to online marketing on first sight. Some of them are seasonality, simultaneous communication in traditional channels, economic and politic situation in a country, weather etc. However, according to Sumpter (2016) all (in many cases unpredictable) inputs can be used as advantage and source of new strategic ideas.⁴ Today's digital possibilities and various specialized tools allow us to predict with larger time reserve and to prepare for all unpredictable situations. Most significant categories which every marketer has to know about are:

- Platform types,
- Purchase type,
- Available formats,
- Campaign goals setup,
- Targeting possibilities.

2.1 Categorisation of digital advertising platforms

All categories have subcategories and it is necessary to know about all options digital marketing offers. Based on the most significant categories and the different digital

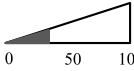
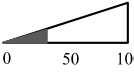
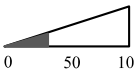
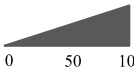
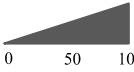
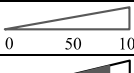
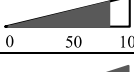
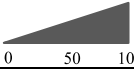
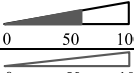
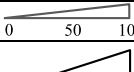
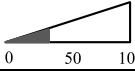
² MENDELOVÁ, D., ZAUŠKOVÁ, A.: Innovation in the Slovak Advertising Environment. In *Communication Today*, 2015, Vol. 6, No. 1, p. 44.

³ KOPANIČOVÁ, J., KLEPOCHOVÁ, D.: Consumers in New Millennium: Attitudes towards Adoption of New Technologies in Purchasing Process. In *Studia commercialia Bratislavensia*, 2016, Vol. 9, No. 33, p. 66.

⁴ SUMPTER, H.: *Seasonality in a Digital World: How to Adjust Your Strategy Accordingly*. [online]. [2016-10-01]. Available at: <<http://2060digital.com/seasonality-digital-world-adjust-strategy-accordingly/>>.

platforms we have created a unique categorisation of digital advertising platforms that is presented in Table 1.

Table 1: Digital advertising categories overview

Platform	Purchase form	Format	Goal			Targeting possibilities
			Awareness	Engagement	Performance	
Standard formats	Direct buy	Square (300x300px)	✓	✗	✗	
		Doublesquare (300x600px)				
		Lederboard (900x200px)				
		Branding (individual)				
Rich media formats	Direct buy	Expandable formats	✓	✗	✗	
		Layers				
		Interstitial				
		Sliders				
		Push-downs				
Video	Direct buy	Unskippable	✓	✗	✗	
		Skipable				
		Preroll/midroll/postroll spots				
Programmatic	Real time bidding systems	Standard formats	✓	✗	✓	
		Rich media formats				
		Preroll/midroll/postroll spots				
Social	Internal bidding systems	Facebook newsfeed	✓	✓	✓	
		Facebook video				
		Youtube video				
		Instagram feed				
		Rest of niche social networks				
Affiliate	Commission base	Standard formats	✗	✗	✓	
		PR articles				
Google Search	Auction	Text + keywords	✗	✗	✓	
Google Display Network (GDN)	Auction	Standard formats	✓	✗	✓	
		Rich media formats				
Direct mailing	Direct buy / Auction	Text + image	✓	✗	✓	
PR articles	Direct buy	Text + image / video	✓	✗	✗	
Native advertisement	Direct buy / Internal systems	Any adjusted format	✓	✗	✗	

Source: Own processing

In the following subchapters we will characterise the three compounds of the presented categorisation deeper which include:

- Purchase forms,
- Goals,
- Targeting possibilities.

2.2 Purchase forms

Direct buy is the most popular form of purchasing the advertising space in Slovakia. According to Van Zee (2013), publishers simply offer the advertising space on websites in their portfolio.⁵ Advertisers contact publishers directly and on the base of the outcome of their negotiation purchase a placement. Reasons why direct buy is still most popular purchase form is obvious: Higher prices make it the main source of revenue for publishers. They are still “protecting” most visible and most premium placements and are not open to offer them to the third party systems such as RTB. Only way to purchase this premium formats on most visited Slovak websites is direct buy. On the other side, this type of purchase is more difficult for personal or internal publishers’ content management systems etc. Other option for publishers is to outsource their advertising space to a third party systems such as Programmatic systems, Google AdSense etc. As Tornoe states (2013), prices for CPM (cost per mile) are dropping in these systems and publishers are losing control about the banner content being published. Everything is controlled by the automatized systems.⁶ Slovak publishers are still holding most of their inventory in their hands and will open for third party systems only in dire situation. Advantages of this purchase type might be decreasing costs for sales staff and requirements for content management systems. However, the amount of money spent in programmatic buy is rising each year every each company in digital marketing is understanding its potential. In addition, international markets are indicating even faster and higher rise of this type of advertising.

2.3 Campaign goals

In digital marketing, there is a wide scale of platforms offering huge amounts of different marketing formats. Every platform is more or less suitable for different kind of campaign goal. There are three most common goals in digital marketing:

- Brand awareness,
- Performance,
- Engagement.

In brand awareness campaigns it is most important to think of 2 main parameters:

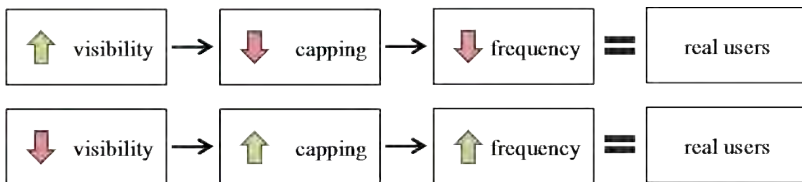
- Frequency,
- Visibility.

Frequency in final ensures the amount of real users who will be reached by the campaign and it is regulated by capping. Capping is set by supplier on demand of the

⁵ ZEE, L.: *Display Advertising: Direct Buy vs RTB*. [online]. [2016-10-03]. Available at: <<http://www.vantagelocal.com/display-advertising-direct-buy-vs-rtb/>>.

⁶ TORNOE, R.: The Rise of ‘Real-Time’ Ad Spending. In *Editor & Publisher*, 2013, Vol. 146, No. 11, p. 24.

client in the beginning of every campaign. When using standard smaller formats, it is better to use higher frequency to display users more times to get higher probability of catching them. While using more visible rich media formats it is satisfactory to use lower frequency because higher visibility is able to steal users' attention more effectively. Visible format doesn't need high frequency, because they are visible enough to deliver message. There is no relationship between visibility or frequency and final amount of reached real users. It depends on other factors such as the amount of disposable budget, effectiveness of purchase, relationships with suppliers, other purchasing conditions etc. As described in figure 1, there is a relationship between format visibility, capping, frequency and reached real users. Higher visibility needs lower capping and that means lower frequency. The reason is that higher visibility has also higher potential to be remembered by users, while less impressions are needed (in comparison with smaller less visible formats where we need more impressions to be remembered effectively).



Picture 1: Impact of format visibility

Source: Own processing

In performance campaigns it is necessary to focus on campaign goals. Goals can be sales, page visits, form filling, leaving contact information etc., depending on advertiser's preferences. One of the biggest advantages of online marketing is its measurability. The advertiser can watch and optimize parameters to create the best possible match between the goals and the results. According to Cook and Talluri (2004), the most preferred parameters in performance campaigns are Return of Investments (ROI) and Return of Marketing Investments (ROMI).⁷ Few performance goals and adequate parameters are outlined in the Table 2.

Table 2: Performance goals and their parameters

Performance goal	Parameter
Sales	<ul style="list-style-type: none"> • CPL (cost per lead) • CPA (cost per action) • CTR (click-through rate)
E-mail database	<ul style="list-style-type: none"> • CPA (cost per action)
Form filling	<ul style="list-style-type: none"> • CPA (cost per action)
Social network interaction	<ul style="list-style-type: none"> • CPE (cost per engagement)
Search campaigns	<ul style="list-style-type: none"> • Relevance score
Video formats	<ul style="list-style-type: none"> • Video views • % of video viewed • CPVV (cost per video view)

⁷ COOK, W., TALLURI, V.: How the Pursuit of ROMI Is Changing Marketing Management. In *Journal of Advertising Research*, 2004, Vol. 44, No. 3, p. 244.

	<ul style="list-style-type: none"> • Clicks to play video
Newsletter	<ul style="list-style-type: none"> • Open rate • CTR (clicks from the newsletter to a website)
Landing page visits	<ul style="list-style-type: none"> • CTR (click-through rate) • Website actions
Landing page optimization	<ul style="list-style-type: none"> • Bounce rate

Source: Own processing

2.4 Targeting possibilities

The Internet is a very competitive place where every new idea can distinguish the business from its competition. Thanks to web tracking and almost magic data files called cookies it is possible to use wide scale of targeting options and its combinations. Cookies are small data files which are able to remember behaviour of consumer in the internet environment. We can process these data and use them for targeting relevant advertising. There are many algorithms and conditions which are able to determine if the cookie is male or female, what is the approximate age of the cookie owner, what are his interests etc. So it is possible to estimate who is „hiding“ behind that cookie. Due to Sipior et al. (2011), "cookies were initially intended to enhance the user's interaction with the web by enabling a user to return to a site to resume interaction where it was left off on the previous visit."⁸ It did not take long time and marketers found also the other advantage of cookies: Communication targeting. Nowadays there are many targeting options, they are more precise and are able to collect higher amount of information. Most popular targeting types are:

- Affinity,
- Demographic,
- Behavioral,
- Thematic,
- Technological,
- Interest,
- Contextual,
- Weather,
- Keyword,
- Lookalike,
- Geotargeting,
- Remarketing,
- Targeting on devices,
- Time and day targeting,
- Specific targeting (due to sport match score etc.).

The list is already long enough and will be much longer in the future. There were many discussions about legality of this type of data collection. Some opinions are talking about snooping and invasion into one's privacy. In some point of view they might be right. It is very important to keep consumers' rights on mind and use these possibilities only for marketing purposes.

⁸ SIIPIOR, C., WARD, B., MENDOZA, A.: Online Privacy Concerns Associated with Cookies, Flash Cookies, and Web Beacons. In *Journal of Internet Commerce*, 2011, Vol. 10, No. 1, p. 2.

3 Digital metrics

3.1 Value of measurability

One of most valuable advantages of online marketing is its measurability. It is possible to measure the exact reach of real users, visibility of banners, clicks or any other engagement with format etc. None of these is possible in television, out of home formats, prints or radio. For example, television formats are working with reach of real users and GRPs but data are based on statistics probability set by people meters. According to TNS (2016), people meters in 1200 households are declarative sample which represents the whole Slovak population.⁹ Thus, this data cannot be as precise and relevant as metrics measured in digital marketing campaigns.

From other point of view, measurability of online marketing is also its biggest disadvantage. On client's side, it is only data compelling, which can be skewed and agencies are all busy to find right ways to explain all that data. Argumentation has its right place in every campaign report and everything depends on correct interpretation. Data can be often reason of conflict of interests. Most controversy metric in Slovak market is Click-through rate (CTR). It can be calculated as ratio of click and impressions. It is reported in percentages and indicates performance of banners. From CTR it is possible to determinate how effective was the placement and how the creativity worked. The biggest problem is that this metric should be considered only in campaigns with click-to-website goals. Banners with this goal should have a call to action element and it should be visible. For the goal of awareness or brand visibility, CTR is not important. In campaigns like that it is most important to deliver message to huge number of users on relevant frequency (enough to notice and still moderate to not disturb). So important here are frequency and visibility. Advertisers are often historically fixed only to CTR because it was most representative metric of banner performance. Problem is also the shortsightedness when advertisers forget to consider other important metrics, too. One metric is not able to cover the vast diversity of all established goals.¹⁰ That is why it is very important to interpret data correctly, keep educating each other and avoid making disadvantages from advantages.

3.2 Categorization of digital metrics

Huge amount of data generates huge number of metrics. It needs to be determined what is effective to measure and how to identify and integrate individual data outputs. In general, there are three main points of view in measured metrics:

- Amount of something expressed in integers,
- CT (click through) something expressed in percentage,
- CP (cost per) something expressed financially.

⁹ 10 rokov peplemetrov na Slovensku. [online]. [2016-10-05]. Available at: <<http://www.tns-global.sk/informacie-pre-vas/tlacove-spravy/za-desatrocie-sme-pred-televizorom-stravili-takmer-rok-pol-0>>.

¹⁰ KIM, E.: *Click-through rate is a horrible metric, but engaged time is just as bad*. [online]. [2016-10-06]. Available at: <<http://digiday.com/agencies/ctr-engaged-time/>>.

Amounts are significant for expression of clicks, real users, unique cookies etc. However, integers are useless when they are not in relation with some other metric. That is why we have two more necessary metrics: CT, because it is best parameter to evaluate suitability of selected formats and according to Rutherford (2009) also CP, because advertisers need to know how effective was the allocation of their financial sources.¹¹ Every campaign generates huge amount of data and at first sight this data can be used only for evaluation of past communications. Due to shortsightedness a lot of marketers use this data exactly for this purpose only. It is a pity, because historical data are the best base for future campaign's composition. For example, when standard banners did not rise the brand awareness and spontaneous awareness in the last campaign, it is the best time to exclude them in the next campaign and use rich media formats with higher visibility instead.

3.3 Tracking suppliers in the Slovak market

Measurement possibilities are creating demand for tracking systems. There are many of them in the Slovak market nowadays. Globalization brought even more possibilities. Tracking is very important part of digital communication. Due to tracking, it is possible to evaluate campaigns, declare activities created from used budgets and to control supplies of reserved formats. Tracking should be used as strategic reassessment, planning tool and should cover role of decision making tool. This realisation has its historical foundation and is valid to this day. In both relations client-agency-medium and client-medium it is necessary to have undistorted view over all communication activities. The most safe solution is the use of a third party tracking system which is independent and costs only small fees (in comparison to gained effects). There are many third party systems which allow advertiser to track their campaigns. Some of them are free, others need to be paid for. Every tracking system has its own advantages and disadvantages and its only advertiser's choice which one to use. Most frequently used campaign tracking systems in the Slovak market are:

- Gemius Direct Effect,
- Google Analytics,
- Sizmek,
- Omniture,
- and of course tracking system which are available within specific platforms such as Facebook (Business manager/Power editor), Google Adwords, RTB system and their interfaces etc.

Back in time, the most popular was Gemius Direct Effect. Every bigger agency used this tool for campaign tracking. It was because of its friendly user interface, focus on V4 markets and lack of other tracking systems. Globalization and associated network clients brought also global tracking systems which were preferred to be used across every market. For example, global brand Samsung started to use tracking system Sizmek on one market and for better control pushed this tracking system to all other markets where it was active. Agencies were forced to use other tracking systems as they preferred. This would not be a problem if every agency campaign and all communication activities were tracked in this chosen system. But the true is, that

¹¹ RUTHERFORD, K.: Calculating cost per mile. In *Overdrive*, 2009, Vol. 49, No. 6, p. 18.

some activities were tracked in Sizmek, Facebook formats in Facebook systems, Google formats in Adwords and website optimization in Google Analytics. From being expert in one tracking system, the need for specialising in four different systems originated. The next problem were the not unified metrics. The same term can have a different meaning in every system. A very nice example of this discrepancy is YouTube and Facebook video ad format. YouTube came with the video format long time before Facebook. Facebook felt the opportunity for extra profit and for inventory expansion so established a video format too. And also copied measurement metrics from Google. The problem was that the terms were same but their meaning was different. It was matchless to compare video formats of these two suppliers. The definition of video view is according to Beck (2015) following:

Table 3: YouTube and Facebook video view definition comparison

YouTube video format	Facebook video format
30sec view of video	3sec of video view
View of full video if it is shorter than 30sec	Video engagement
Video engagement	

Source: BECK, M.: *What's A Video View? On Facebook, Only 3 Seconds Vs. 30 At YouTube*. [online]. [2016-10-08]. Available at: <<http://marketingland.com/whats-a-video-view-on-facebook-only-3-seconds-vs-30-at-youtube-128311>>.

These metrics are very important, because these platforms charge for video views. How can then marketers compare performance of each platform and decide which one is more effective for specific needs of their campaign? Actually, there is no way to compare these two video platforms exactly. And this is applicable also for other video inventory suppliers. That means again - it is necessary to correctly interpret all measured metrics, not to focus only on exact data but try to have "helicopter view" and consider also all other circumstances such as non-digital communication, seasonality etc.

Conclusion

Online marketing is a very dynamic living system and it is still evolving. Many marketing categories and identifiers create a space for media creativity. Only proper knowledge of available options and applying correct digital categories enable creating a proper strategic view which leads to efficient communication of brand attributes and messages to the target audiences. It is necessary to correctly define the structure and know about relationships between all digital options and variables. One of the aims of this article was to categorize existing variables in digital marketing advertising. Based on the conducted research, a complex overview has been created which contains large part of digital marketing variables and connections between them. The most important digital marketing information is now presented in a form of one summary table. Platform type, purchase method, formats, adequacy of use for specific goals and targeting options for each platform were included to simplify the orientation in almost endless digital options. With this unifying table on mind it is now only matter of digital media creativity and vision of linking all available options to create a proper digital strategy for reaching the set campaign goals.

Wide scale of formats, all their possibilities and all connections are being widely referred as the biggest advantage of digital marketing: The second aim of this article was to introduce a taxonomy of digital metrics for effective measuring. We divided digital metrics into three categories which are considering amounts, ratio between selected metrics and financial aspect of digital communication. Research of the authors also detected discrepancies between investigated metrics of chosen platforms and highlighted the need for precise interpretation of used metrics. One of the most important messages of this article is that the technological improvement is constantly creating new options within the digital environment. And it is the data collection, processing and interpretation that helps marketers understanding the needs of consumers. With the use of this data it is possible to interpret consumers' preferences and create offers tailored to the needs of consumers.

Acknowledgement: This article originated as the output of the research project 2015-psd-pav-02 increasing the efficiency of social media marketing through the use of automation tools.

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ADVERTISING EMAILS OPTIMISATION BY EYTRACKING TECHNOLOGY

Radovan Madleňák – Eva Kianičková

Abstract

Today's marketing image is more dynamic and many times more interesting design-wise than it was in the past. Internet and new information-communication technologies have radically changed the original marketing image. We encounter implementation of marketing activities on a daily basis in various forms, e.g. when browsing webpages and opening own email inbox. Scientific studies in the field of neuromarketing show that the consumer doesn't perceive exactly the same values the vendors are offering them and they sell using marketing activities. The human brain evaluates how the offer and communication corresponds with their existing expectations. Neuroscience offers an ever-improving idea on how the human brain works during the buying process. By mapping active areas of the brain it is possible to discover what will convince the buyer to buy. This article deals with using the neuromarketing method of eye tracking for optimization of ad e-mails. Based on experimental testing the article characterizes the drives of the recipients for opening ad emails and subsequently identifies partial segments of the ad email as well as proposals for their optimisation.

Key words:

Advertising. Email marketing. Eye track technology. Neuromarketing. Optimisation.

1 Introduction

Neuromarketing represents a relatively new approach to marketing, which links knowledge from neuropsychology, cognitive psychology and neuroscience with the environment of marketing decision-making. Neuromarketing implements especially biometric methods. Biometry can be described as a method, through which one can define individual attributes of a specific individual. This method aids in better identification of a customer and in the end has an efficient effect on better focus of the ad, which transfers into increased efficiency in selected target group.¹ Using biometric methods, it is possible to unconsciously measure also the reactions to provided stimuli. One of the examples of implementation of this type of testing is the disproof of so called banner blindness, or ad spots. Despite the consumers saying that they don't follow ad blogs or banner, unconsciously they do. The simplest methods of biometry include tracking the eyes of the consumer using the eye track technology.²

Eye tracking is a technology, which using optics tracks the movements of a human eye. It tracks what the person is watching during testing, also from record. It is a more trustworthy and objective method of testing than classic verbal forms, where the respondent can withhold information, where he looking at first. He keeps a natural role of the respondent, as a potential customer. By adding focus questions, e.g. assessing the design of the web page, it is a qualified assessment, since the respondent has to watch more carefully, focus on colours, font size and layout of the

¹ WEDEL, M., PIETERS, R.: *Eye Tracking for Visual Marketing*. Hanover : Now Publishers Inc., 2008, p. 34.

² MADUDOVA, E. et al.: The Institutional Environment and the Policy Affecting the Creative Industry – the Advertising Agencies in the Specific Conditions of the Slovak Republic and the Selected Region. In NIJKAMP, P., KOURTIT, K. (eds.): *5th Central European Conference in Regional Science (CERS). Conference Proceedings*. Košice : Technická univerzita Košice, 2015, p. 523.

webpage. The results of the eye camera offer information on areas the respondent looked at the first time; additionally, it discovers the exact progression of registered elements, time he spent on them, and which area he focused the most. A disadvantage of testing using the eye camera is the fact that it cannot track and discover what the respondent is actually thinking, whether given element affected him in any way and if he understood it. Therefore, it is necessary to append the testing with a deep interview with the respondent, in order for the testing to be objectified. This combines two levels of perception, namely objective (partially unconscious) behaviour and subjective assessment of the material.³

The whole system of the eye-tracking camera consists of two cameras attached to a helmet, sports glasses or the monitor of a computer. The first camera works in the infrared spectrum and tracks the movement of the right eye of the respondent. The second colour camera tracks the scene in front of the respondent, i.e. what he sees in front of him. The signal of both cameras is processed by a DV recorder and transferred to the computer, which monitors outputs.⁴ For each testing it is necessary to define the area of interest, i.e. areas, which have a decisive meaning for spreading the main idea (e.g. main picture, title, logo, etc.) Subsequently the record of testing is assessed, where most frequently the overall time of the tested material is assessed, how long the tested element was watched, in what order and the frequency of returns of the respondent to given element. The last step of the interpretation is the comparison of results of the eye camera with the responses of the deep interview.⁵

2 Analysis of the current state

E-mail marketing can be defined as focused sending of commercial and non-commercial messages to an exactly defined list of recipients, or e-mail addresses. The basic definition of e-mail marketing says that it is a form of direct marketing, applied by companies, (but also state organizations, non-profit institutions, charity, etc.), using the Internet and e-mail, to send information, offers and various requests to potential customers or clients.⁶ E-mail as an Internet service represents a two-way communication channel, where even with commercial messages it is possible to get feedback and reactions from Internet users.⁷ According to Kirš (Smart e-mailing) we differentiate e-mails to acquisition emails, the goal of which is to get a new contact, or a client, and automated emails designed to build relationship with an existing customer and strengthen the trust by sending informational e-mails (newsletters), customer service, manuals, promotions, discounts, birthday congratulations, etc.⁸

³ *Neuromarketing*. [online]. [2016-07-27]. Available at: <<http://www.constat.cz/constat-digital/neuromarketing>>.

⁴ PODLAHOVÁ, I.: *Oční kamera na testování webů*. [online]. [2016-08-28]. Available at: <<http://blog.dobryweb.cz/ocni-kamera-na-testovani-webu>>.

⁵ VYSEKALOVÁ, J. et al.: *Psychologie reklamy*. Praha: Grada Publishing a.s., 2007, p. 70.

⁶ KIRŠ, D., HARPER, M.: *E-mail marketing*. Brno: Computer Press, 2010, p. 32.

⁷ ROSTAŠOVÁ, M., DUDOVÁ, I.: Creative industries in Slovakia in the environment of the digital world. In ČÁBYOVÁ, L., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life. Conference Proceedings*. Trnava: FMK UCM in Trnava, 2015, p. 259.

⁸ KIRŠ, D.: *Začínáme s email marketingem*. [online]. [2016-08-31]. Available at: <<https://www.smartemailing.cz/kategorie/zaciname/>>.

Janouch categorizes e-mails to two basic types, namely newsletter, i.e. frequently sent e-mails of informative nature, which however should be of advertising or selling nature. The main goal is to maintain contact with the customer, capture their attention on content side of the product, brand the enterprise itself. The desired conversion is the subsequently repeated visit of the home page for the purpose to buy, visit the brick-and-mortar shop, reading articles, etc. The second type according to Janouch is a Promo e-mail/advertisement email contains an offer of products (services) for the purpose of motivate to purchase using suitable selected text links, buy buttons, etc., through which conversion to buy at the home page is implemented.⁹

A very important tool of every email campaign is to measure its effectiveness.¹⁰ Today's environment of the Internet allows us to measure the success-rate of the e-mail campaign in various ways. Standard metric systems include:

- **delivery rate**, which monitors the rate of delivered e-mails to all e-mails sent. It allows to define the quality of the list of email contacts.
- **open rate**, represents basic methodology for measuring success-rate, it simply points out the number users, who opened the e-mail. It depends on quality of the execution of the message subject, or the header, which is displayed below the subject of the message and of course the sender of the message.
- **clickthrough rate** represents the rate of people, who clicked on a link in the e-mail. It reflects the quality of the content of the e-mail.
- **click conversion rate** represents the number of people, who continued at the Internet webpage to reach a certain goal, by clicking on a link in the e-mail. Quality and relevant content to the subject message plays a major role in this case.
- **unsubscribe rate** - Sometimes people can be tired of marketing messages and decide to unsubscribe. Therefore, it is necessary to ensure a simple way to unsubscribe in the form of placing a text link or a button to unsubscribe in the body of the email.

3 Objective and methodology

Since the basic factor of every successful e-mail marketing campaign is to open and read advertisement content by the recipient, it is possible to maximize these indicators by a suitable combination of elements of this type of e-mail. Therefore, the goal of this article is the optimization of elements of e-mail marketing (ad e-mails) by using modern technology of eye tracking, for the purpose of increasing its effect on the recipient. Experimental testing using the eye camera has been implemented to meet set goal, which took place using selected ad and information emails of Slovak companies. 14 respondents age 23 – 45 participated on the testing. The participants were shown 16 different e-mails, in terms of content, structure, layout of the template, verbiage and pictures, font size and of course the offer. It was a free

⁹ JANOUGH, V.: *Internetový marketing*. Brno : Computer Press, 2010, p. 204.

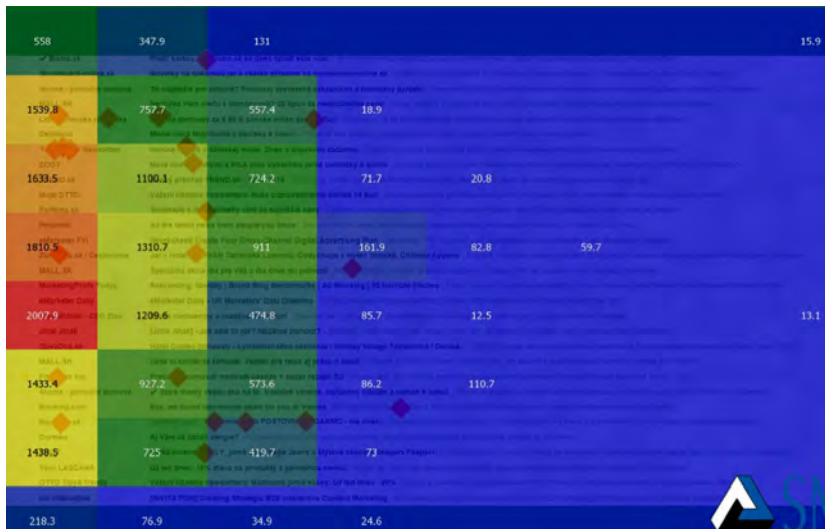
¹⁰ ČOREJJOVÁ, T., AL KASSIRI, M.: The Power of Knowledge-Intensive Services. In LEE, G., SCHAEFER, G. (eds.): *4th International Conference on Social Sciences and Society (ICSSS 2015). Conference Proceedings*. Paris : Information Engineering Research Institute, 2015, p. 356.

observation. The testing was split in two basic stages, namely testing of e-mail inbox and testing of the body of the e-mail itself.¹¹

4 Results

First stage of testing using the eye camera was focused on getting preferences of the respondents within the decision making process of opening the e-mail in the e-mail inbox. The respondents were shown a picture of e-mail inbox containing a list of e-mails of selected enterprises, while the goal was to determine:

- method of scanning/reading e-mail inbox by the respondents.
- preferences in opening e-mails - the respondent is deciding based on the sender or message subject, which scenario is he/she opting for the most often.
- message subject: capture assessment words, acceptance of symbols and signs, which captured the respondents enough to open the e-mail, etc.
- visual acceptance of the pre-header displayed after the message subject.



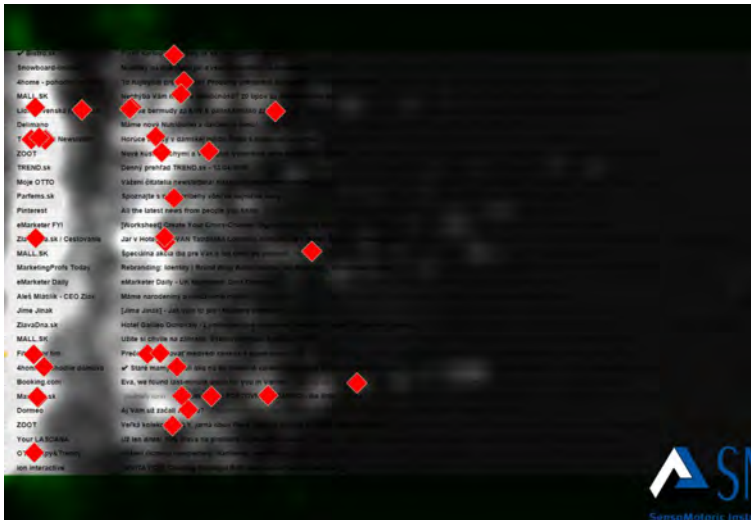
Picture 1: Identification of areas of interests within e-mail box (average fixture time of all respondents in ms)

Source: Own processing

The picture 1 shows segments, the respondents focused most of the time. Almost majority of the respondents focused their sight primarily on the list of senders listed in the middle of the e-mail inbox. It was the line of sight immediately after reading the content of the inbox. Majority of the respondents (12/14) primarily read senders and message subjects upwards. Two respondents chose the opposite direction of reading the content of the inbox, downwards.

¹¹ KIANIČKOVÁ, E.: *Evaluácia a optimalizácia vybraných foriem marketingovej komunikácie v prostredí internet.* [Dissertation Thesis]. Žilina : Fakulta prevádzky a ekonomiky dopravy a spojov, 2016, p. 106.

This section of research determined whether the respondents click on the message subject or the sender. The rate of click - sender: message subject was 12:22 (including repeated visits/views). To get the most relevant information on the decision-making process of opening the email was monitored (using the scan path function), as the recording of individual elements before they decided to click. The scan path functions together with the thermal map pointed to the fact that the respondents, who clicked on the sender, decided in the direction Sender - Message subject - Sender. On the other hand, those who clicked on the message subject decided in the direction Sender - Message subject.¹² Further the subject of testing has been the fact, whether the respondents read the entire message subject as well as its pre-header (i.e. information following the message subject). The results are supported by the following picture 2. Respondents almost never captured words in the pre-header if the message subject has more than 5 words. The picture shows that the majority of the respondents read 4 words at the most. Deeper analysis shown that these are not the first words, but second and third. (Note of the author: the red diamond represents a mouse click).



Picture 2: Focus map of e-mail box

Source: Own processing

Words they focused they primary attention on were: “aren't you missing something“, “trending“, “special promotion“, “large collection“, “today is the last day“, “beautiful“, “only today“, “free shipping“, “tested products“, etc. It can be said that these words represented triggers of subsequent actions, which the respondents carried out based on the e-mail. It was interesting to observe that the message subjects listed the amount of discount did not capture a lot of attention. Respondents clicked the most on specific prices listed in the message subject of the retail chain, which can be interpreted that within assessment words, specific price offer can have greater

¹² Ibidem, p. 118.

weight in message subject than a percentage discount. In the subsequent deep interview several respondents stated they notice the amount of discount only if it's above 50%. It is not interesting to them if it's under 50%, especially for products and services with low prices, where a 20% discount represents a very low actual € discount.

Based on the results of testing we were able to identify the area of interest, where the respondents spent most of their time, or which parts of the message (segments) were seen first after opening the e-mail. To identify specific sectors, the SMI BeGaze program has been used, whereby we used its KPI (Key Performance Indicator) and AOI (Area of Interest) functions. The KPI function split e-mails into sectors with the listing of the average time, the respondents spent on them. The AOI function allowed splitting the email to basic architectural elements (header, head, introduction, top offer, body of the e-mail, end, foot, footer). We split the e-mail in based architectural elements, namely header (most frequently it is used for placing a text link for transfer in case of incorrect display of the page), header, introduction, main promotion (top banner ad, text ad) and followed by individual sections (based on categories of offered products, grouping offers into section - depends on the length of the email), end, foot and footer. In each e-mail selected the order of catching individual sections has been analysed. The result of the second stage of testing was a proposal of a template of an ad email, where individual sections were assigned an average time the respondents spent on its.¹³

Table 1: Time fixation on individual sections of emails

	Section of email	Avg. time fixation (%)	Order of scanning
Priestor bez nutnosti rolovania	Heading	3,22 %	5.
	Header	4,74 %	3.
	Introduction section	9,82 %	4.
	Top banner	21,09 %	1.
	First section	22,52 %	2.
Parts of email with the need to scroll	Second section	16,83 %	6.
	Third section	12,08 %	7.
	Fourth section	5,92 %	8.
	Fifth section	0,39 %	9.
	Social networks	2,70 %	10.
	Foot	0,46 %	11.
	Footer	0,24 %	12.

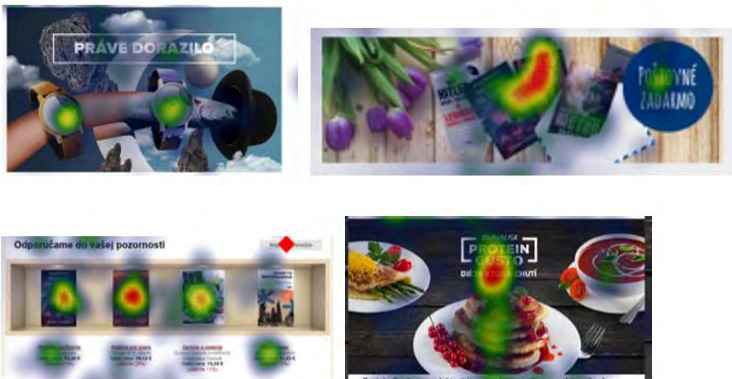
Source: Own processing

The table 1 shows a proposal of an optimized e-mail template based on the results of testing using the eye camera. The average fixation time was calculated based on the overall time of fixation on given segments of selected testing emails. The order of scanning has been also proposed based on the most frequently occurring scenario. As can be seen (table 1), the respondents spent most of their time with going over the first section and the top banner found in the view sight immediately after opening the e-mail, i.e. it is space the recipients of the e-mails see as first after opening it. The creators of ad e-mails should therefore use this email to capture their attention and

¹³ Ibidem, p. 140.

attract the interest of the recipient, whether by suitable picture banner, in which he can use the name of the store/info campaign. Almost all of the respondents captured the name of the campaign in the picture as opposed to the self-standing title. Therefore it is very suitable to place in this area the price ("sale", "% discount") or non-price ("only today free delivery", "last stock", "free shipment for purchase over 50€", etc.) stimuli for purchase.

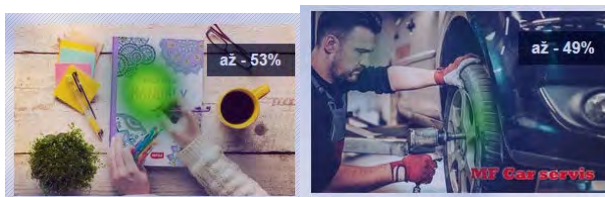
The second most interest part of the ad email (90% of the cases) was the section immediately after the main banner, which contained the offer of products/services, address, or a simple content of the email, etc. In some cases, the respondents went over to given banner, where most often there is a menu of the email (usually identical with the menu of the Internet webpage of the company) or opening remarks, i.e. quick summary of the e-mail.



Picture 3: Examples of emails sections with highest visual audience

Source: Own processing

Third and fourth segments the respondents captured were the head and the header of the e-mail. In the header they most frequently captured the logo, menu, or highlighted discounts, free transportation, etc. When examining the offer of individual sections itself it was discovered, which elements of the email interest the respondents the most. Majority of the tested respondents were interested in pictures with a person portrait and product details, or performed activity.



Picture 4: Heatmap examples of detailed promotional offers

Source: Own processing

The last group of elements that were tested were text messages placed in the header and footer of the e-mail. Most frequently it is a transferring service in case of incorrect display of e-mail. In this section, using the deep interview, it was examined where would the respondents look for them and if they are satisfied with their current placement. All testers were looking for the unsubscribe button, or change of preferences in the end of the e-mail. Since this function is placed in the footer (where there was almost always zero fixation), it is fitting to use for the unsubscribe information larger font or highlight it in colour from the rest of the text. In the deep interview all respondents confirmed that the size and visibility of the unsubscribe possibilities wouldn't influence them from cancelling the subscription. If they are satisfied with the offer of given emails, they don't have a reason to cancel the subscription. A more significant factor to unsubscribe is the irrelevancy of the offer, frequency of being contacted with a similar offer of sentiment, which causes stagnation of their interest in opening the e-mail, or they can guess in advance what awaits them in the offer of the email. Regular change and variety of individual campaigns causes curiosity of the recipient, which in the end reflects in the rate of opening the emails. The email itself is then viewed by the customer as clear and graphically imaginative.

Conclusion

Neuromarketing as a new scientific discipline offers new possibilities of quantitative research. It allows to take a closer look into the inner experience and perception of ad stimuli, and thus better understand the customer's buying behaviour, uncover psychological aspects affecting his preferences and the decision making process. Optimization of the content of the ad e-mails based on the results of testing by the eye-tracking camera can help improve clarity, readability and thus contribute to the positive perception of the e-mail's content. However, an important factor remains the relevancy of the offer to the message subject and personalization of the content, which consists in adapting the content of the offer to fit the customer. Therefore, it is suitable to use additional information for this purpose, which exist about the customer, like shopping history, profile of the customer on a social network, or the use of tools to map the customer's activity when browsing a webpage. The results of testing represent a basis to improve selected metrics designed to evaluate email campaigns on the Internet. Experimental testing using the eye-tracking camera represents only a fragment of information that can significantly aid in more efficient focus of marketing campaigns. In the future it has great potential especially for optimizing Internet webpages, programs and other marketing activities, which are adapting more and more to the end consumer and personalization of the offer comes to the forefront.

Acknowledgement: This contribution was undertaken as part of the research project 1/0721/15 VEGA Research on the impact of postal services and telecommunication convergence on regulatory approaches in the postal sector.

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INTERACTION OF BRAND AND MARKETING (IMPLEMENTATION IN HEALTH SERVICE)

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Abstract

Marketing has become a part of all areas, beginning with private, through public up to the state ones. The importance of the brand in marketing has also been gaining strength and it is vital for a brand to evoke good name for a consumer. Health service is no exception; on the contrary, goodwill of a health care institution plays an important role. Thus, a brand in health service involves reputation of the institution, to which quality of the institution, of the personnel or overall media image can attribute in a significant way. Goodwill and brand can positively affect the draw of potential clients.

Key words:

Brand. Branding. Health service. Interaction. Marketing communication.

1 Core, importance and building of a brand

Current period is characterized by ongoing process of globalization, development of information and communication technologies and progress of materialization of knowledge from scientific and technical developments. In this situation, it is not difficult to produce, but to sell and that's why marketing and its individual tools have been gaining ground. Implementation of marketing tools is important also in relation to sharpening competition on all types of the markets. From this perspective, marketing is becoming an inevitable tool of management for all, not only for market subjects. Product as a tool of marketing mix is related to – apart from physical products – services, organizations, territories, people but also ideas. It has to have the ability to satisfy the need or a desire – in modern marketing also to create them.

An important part of each product is a brand. To put it simply what a brand represents and we also want to point out the difference between a brand and branding. In this context it needs to be taken into account that only a few products do not have any brands at the moment. The brands are usually on the products of everyday consumption, for instance salt is sold in brand package or also bananas or oranges have their own brands.¹ Brand building is of constantly growing importance in difficult market conditions. Most companies use the brands to communicate with their customers due to the fact that a successful brand requires good understanding of needs and desires of our target group.² Thus, what does a brand represent and what is the difference between a brand and branding?

According to the American marketing association a brand represents a name, notion, symbol, design or combination of the above mentioned components, which identify products of a concrete supplier and distinguish it from the competition.³ Branding represents a process of building a brand, it changes general commodities into desired products, and it gives product a name and attributes meaning to a brand, which it has for

¹ KOTLER, P. et al.: *Moderní marketing*. Praha : Grada Publishing a.s., 2007, p. 627.

² MATÚŠ, J., ĎURKOVÁ, K.: *Moderný marketing*. Trnava : FMK UCM in Trnava, 2014, p. 215.

³ KELLER, K. Z.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 178.

consumers together with information on how this product differs from the product of the competition.⁴ Branding ensures accomplishing of following three aims:

- To strengthen brand awareness,
- To build sympathies to the brand,
- To emphasize difference of the brand.

Despite our already mentioned reasons, experts often discuss if it has any sense and economic dimension to build a strong brand. The answer is unambiguous, brand building is much more important now than it was in the past and it has become an important investment into the future. It is necessary to be aware that a strong brand is an inseparable component of corporate identity. Similarly, increasing the brand values also gets identity. Brand value represents value which a brand adds to products and services. Brand equity can be based on the success of the innovation process, customer care but also long-term life of a brand. Brand equity can be measured by the willingness of the customer to buy a concrete brand even repeatedly.

In this context it is vital to emphasize that a brand is the most valuable intangible asset. For many companies, a brand is of higher value than all the assets together. As an example we may mention *Coca-Cola* with the brand equity of 70 billion USD or *Microsoft* with the value of 53 billion USD. In creation of a brand certain rules need to be adhered to. First of all, a brand must be clear and understandable, whereas there has to be a clearly set idea, which enables to understand in what way we are different and why we underline this difference. We have to determine not only distinctions, but also to do it in a way so that each consumer could easily understand the brand. A good brand expresses something different, but in such a way as to make people feel attracted by e.g. higher quality, design or slogan. When creating a brand we need to take into account following requirements:

- Distinction, anything that makes our brand unique;
- Relevancy, to what extent distinction is important for the target group that we want to address;
- Respect, to what extent the brand is respected on the market;
- Awareness, how well consumers know our brand and how they understand it.⁵

A brand is an idea and branding is the transfer of the idea on what that structure of the brand will be like, thus individual parts that together make the brand depend mainly on the fact, who we want to address and who from the competition we want to beat and in what way. The importance of the brand is emphasized by the fact that it sells the product; on the basis of the brand consumers decide which product or brand they will prefer at purchasing on the basis of its features. In the process of decision-making it is also important if the message of the brand is snappy and understandable, because if people do not understand anything then they would forget it really fast. A brand is important both for the consumer and the producer – supplier. For a consumer it is an important source of information on the features of the product, for example on quality, reliability, but it also helps to choose the

⁴ MATÚŠOVÁ, J.: *Tvorba značky prostredníctvom reklamy a PR*. Trnava : FMK UCM in Trnava, 2013, p. 64.

⁵ ADAMSON, A. P.: *Jednoducho značka*. Bratislava : Eastone Books, 2011, p. 11.

necessary product. For the producer a brand means an important source of competitive advantages as well as an accelerator of innovation process.⁶

In order for the brand to accomplish demanding criteria in the field, it is necessary for it to be trustworthy. A credible brand ensures certain (usually higher) level of quality, which means that satisfied customers will buy the product again. Brand loyalty allows stabilizing demand for the product and it can also be manifested in a way that a customer is willing to pay even higher price in comparison with the competitive brand. In connection with the meaning of the brand is it vital to mention that a brand needs to include certain parts, features or signals. Among these we may include especially distinction from the competition, brand quality, to be easily repeatable, to be meaningful, adaptable, to be attractive for the people (it should arouse emotions) and what is very important to meet the conditions for its legal protection. Thus what a good brand should be like? As an example we may mention the answer of Xavier Peugeot in the magazine *Trend* from September 29th, 2016 to the following question: „Do you feel the same attitude to the brand Citroën as to Peugeot? “ His answer was following: „For me it was something unique to join Citroën. It is a different brand, but it is full of esprit, creativity and at the same time it is innovative. With a new strategy we want to restart it significantly. Personally, I did not have to switch from one brand to another. To me a brand is like a human being. It has its values, character and DNA. It is the same as when you work or live with somebody else. Both Peugeot and Citroën have clear DNA, however they are different. Therefore for me it was a challenge to find out that what we did for the brand Peugeot can be done for Citroën...”⁷ At present, creation and building a brand is one of the most important marketing activities. It does not matter if it is an automotive company, a bank or a toy for children; it is always a brand that decides on the success. Brand success is equal to the market success. As we have already outlined, the phenomenon of a brand is fully implemented in the area of services. We will apply obtained notions into the area of health service.

2 Importance and specific features of marketing in health service

In our current modern times, marketing is not related only to the sphere of production, but it has already penetrated into the area of services in different branches from private, through public up to no-benefit sector. Health service is no exception. In the field of health care we are aware of the importance and core of marketing. Marketing in health service helps by improved quality of provided medical services, but also in building goodwill of health-care institutions. The importance of marketing in health service is to understand the desires of the patients, to provide high-quality services, to set appropriate communication between a doctor and a patient, which can lead to building goodwill of the institution. However, marketing in health service has certain specific features, as follows:⁸

⁶ KOTLER, P., KELLER, K. Z.: *Marketing management*. 14th Edition. Praha : Grada Publishing a.s., 2013, p. 280.

⁷ KVAŠŇÁK, L.: Peugeot v službách Citroënu. In *Trend*, 2016, 39/2016, p. 36.

⁸ HANULÁKOVÁ, E.: *Marketing v zdravotníctve*. [online]. [2016-10-03]. Available at: <<http://www.hpi.sk/2013/12/marketing-v-zdravotnictve/>>.

- **From the perspective of marketing sector of health service is at the border between the commercial and the public:** there prevail opinions that health service should not be a subject of commerce, however on the other side we have profits of pharmaceutical companies and competition battle of health insurance companies,
- **Marketing management lies between the economic and the medical:** subjects operating in health service should not focus only on medical management, but also on economic management,
- **Health is not goods:** critics say that marketing does not belong into health service, as health is not goods. Thus, in health service the point is not to exchange cash for tangible values, but to provide high-quality services in the field of health care and important is the trust on the side of the patients,
- **In health service there is no competition possible:** we may come across this opinion on the side of opponents of marketing in health service. Competition in health service has become a part of health-care providing institutions, including Slovakia. Each of them tries to be a better provider of services. This can be proved by various ratings that evaluate health-care providing institutions,
- **Marketing in health service is not ethical:** marketing in this field may be ethical in the same way as in any other field. If marketing can improve the quality of provided services and contribute to the content of the patient, it proves the very opposite,
- **Marketing in health service is multi-dimensional:** this is connected with the health-care providing institutions that are specific and operate in different branches (specialized hospitals, laboratories, health insurance companies, pharmaceutical companies, etc.),
- **Two-part market:** marketing programmes must be focused on patients but also on other subjects (e.g. sponsors),
- **Quality of services depends on delivery of services and on the quality of delivery:** there, we mean providing health-care services that are related not only to the quality of equipment but also to the quality of providing (approach of the doctor, relationship patient - doctor).

In addition, health service has certain specific features in marketing mix. Marketing mix includes all the activities, through which for example a hospital can influence demand for services.⁹ In health care, marketing mix has at least 5Ps, whereas here we mean product, price, place, promotion (marketing communication) and people.

Product has a form of intangible product in the case of providing medical help, thus it is a service. Besides, into the sphere of health care we also include products of physical character such as drugs, or medical aids. A product can also be a person in the form of a doctor, or an idea that can evoke us prevention or health protection.

Price is very specific in health service marketing. We know that price is the only tool of marketing mix that makes income. Here, the price represents amount of time, money and endeavour that is necessary to be exerted in order to obtain product.

⁹ HANULÁKOVÁ, E.: *Marketing v zdravotníctve*. [online]. [2016-10-03]. Available at: <<http://www.hpi.sk/2013/12/marketing-v-zdravotnictve/>>.

That is why, when setting it, it is vital to consider costs on the psychic that a customer of a health-care providing institution must exert in order to obtain product (fear from examination, fear from result, frustration from waiting rooms, unpleasant behaviour of a doctor).¹⁰

Promotion (marketing communication) is connected with informing on the product. We may interconnect it with the growth of brand value. In this field, it should be related to building goodwill of the medical facility and to building trust on the side of the patients.

Place is connected with availability of services in this system. There are used distribution channels without middlemen (doctor - patient, hospital - patient), or with one middleman (hospital - specialised medical facility - patient). Medical services should be available to all patients; therefore it is necessary to situate these services in such a way so that every patient could access them.

People play an important role in health service, as here there are services involved. In health care people are represented by medical personnel (doctor, nurse, specialists, etc.). Very often, goodwill of the institution depends on the medical personnel. Naturally, the relationship between a patient and a doctor is of great importance together with their trust, quality and skills of the doctor.

Marketing in health service system is much more specific than in other areas. On the one side it is viewed critically and has many opponents, on the other side it can improve providing of health care services and thus contribute to the content of patients.

3 Brand: Teaching Hospital in Trnava

The Teaching Hospital in Trnava belongs to the network of teaching hospitals, whereas the Teaching Hospital in Trnava is the biggest provider of medical services in the Self-Governing Region of Trnava. According to the data, the hospital provides medical services to more than 20,000 patients annually. The hospital - as one of very few in Slovakia - can boast about a modern building, to be concrete with the pavilion of surgical disciplines, which ranks it to the most modern medical institutions in Slovakia. The hospital says that „*Every unit offers above-standard facilities and equipment for the patients of Teaching Hospital in Trnava*“.¹¹ When talking about the brand of the hospital, it is necessary to take into account what exactly a brand of the hospital is. Here we cannot talk only about the logo, or some corporate identity, but here we mean sympathies to the brand or to the institution; trust on the side of the public and good reputation. In the USA there was carried out a study by means of in-depth interviews together with quantitative research on what patients expect from a hospital. One group preferred comfort and costs, while other group was focused on

¹⁰ Ibidem.

¹¹ *Teaching Hospital in Trnava*. [online]. [2016-10-01]. Available at: <<http://www.fnnt.sk/index.php/o-nemocnici/o-nemocnici>>.

the importance of the relationship between a doctor and a patient. If we want to build a successful brand, we have to orientate to both of these types of patients.¹²

In conditions of the Slovak Republic – due to all media publicity – the relationship to providing health care is rather sceptic in the public and people consider our institutions to be of lower quality and often corrupted. Therefore, Slovak hospitals should realize that it is vitally important to be trusted by the patients. Health insurance company Dôvera (Trust) annually carries out evaluations of hospitals through patients. In the news release it states that the mark of bed health-care institutions has improved in 2015 in comparison with the year 2014, namely from 1.72 to 1.76 (patients evaluated hospitals with a mark from 1 to 5 similarly as it is at schools).¹³ If we consider results of the Teaching Hospital in Trnava, then in 2015 it took the eighth position, whereas in previous year it ended up on the fifth position. It does not mean any deterioration; on the contrary, evaluation of the hospital was better in 2015 even despite its worse position. According to the evaluation, the health service in Slovakia has been improving and in order for the hospitals to reach better results and positions in the ranking, they have to grasp that there appears competitive environment whose task is to improve quality of provided health care.

Teaching Hospital in Trnava – on the good way?

We can never make a lovebrand from the brand of a hospital, as the point is providing health care and who would love a brand of a hospital if it is connected with treatment and providing medical help for the patients. Nevertheless, a brand of a hospital should be a holder of goodwill, holder of trust towards the patient. A spokesman of the hospital Martin Stračiak, who gave us an interview, stated that while building the brand it is necessary to be open towards the public and media. Apart from that, it is also vital to mind the quality of the equipment, professionalism of the personnel and quality of the provided health care. We can only agree with this, as the equipment, professionalism of the personnel and provided medical help leads to a successful treatment and content of the patient. According to the evaluation of the insurance company Dôvera, the sole Teaching Hospital in Trnava was in the years 2011 and 2012 the worst teaching hospital in Slovakia, whereas it ended up on the fourteenth position out of fourteen. In this case we cannot talk about goodwill and trust of the public. Overall rating started to improve in 2013, when the hospital was placed on the eighth position from fourteen. A year later (2014), the hospital occupied the fifth position from fourteen. In 2015 again it took the eighth position, however the overall rating of the hospitals in Slovakia improved and the very mark of the hospital in Trnava was better than in previous years.

The hospital has focused on building a high-quality and professional personnel that provide health care. Martin Stračiak, spokesperson of the hospital says: *„Our personnel have gone through training of communication with patients, whereas it was a cycle of trainings. Apart from trainings there have been issued command letters of the*

¹² *The Brand Supplement*. [online]. [2016-10-01]. Available at: <http://www.desantisbreindel.com/wp-content/uploads/Healthcare-Brand-Supplement.pdf>.

¹³ *Dôvera – health insurance company*. [online]. [2016-10-01]. Available at: <http://www.dovera.sk/hodnotenie/2015>.

director related to communication. Doctors have to adhere to the ethical code, which is bounding for them directly by law“. Communication with the patient is extremely important. A patient should know before, during and also after surgery or any medical treatment a good feeling, as the sole stay in the hospital is an unpleasant situation for the patients. Proper communication of the doctor contributes to building goodwill of the hospital, as a patient cannot professionally evaluate quality of the surgery, however they can assess the approach, because a patient leaves the hospital with a feeling that can be good or bad.

The Teaching Hospital in Trnava seeks to draw attention to its personnel by means of national media. The hospital often provides doctors to different media, who take a view to professional topics; they are invited to various programmes that deal with the issue of health. Besides, the hospital publishes a Magazine of Teaching Hospital in Trnava with a circulation of 1000 issues, which is placed in the waiting rooms of the hospital and a patient can take it free of charge. The magazine is a quarterly, whereas in 2016 it is its third year. The magazine is focused on presentation of the hospital results. Patients can read interviews with the doctors who treat them. The hospital does not communicate only offline, but it seeks to communicate online by means of social network Facebook, whereby it has become one of few hospitals that came to such a step. Since we live in the times of the internet, it is undoubtedly a good step, as the hospital can present its results. However, it involves certain risk, as people can post negative reactions on the hospital on the web. Besides, the hospital came to re-design of its website that looks much more clear and modern. The logo of the hospital stayed in its original shape, as according to the interview patients got already used to it. Apart from the logo, however we lack any slogan of the hospital that would express the main idea that they want to convey to their patients and that would describe its services. The hospital began to realize that patient is extremely important.

Apart from changes in the management of individual units, the hospital decided to attract various specialists who consequently attracted other patients. Thus, they started to focus more on the patient together with the improvement of other services, not only providing of health care. The hospital decided to establish an ombudsman of the patients, who is to function as a mediator between a patient and a doctor. Furthermore, they set up an anti-corruption link which is to serve as prevention of possible corruptive behaviour of the doctors. The hospitalized patients have an opportunity to take a view to the catering in the hospital by means of electronic mail, whereas the hospital set up a special e-mail address for this purpose. The spokesman of the hospital further said that a big problem by building goodwill is publicity of various complaints of the patients, while it often happens that the hospital is informed on the problem from the media then directly from the patient. First of all, a patient should inform on the problem or an unpleasant situation the hospital, which can eliminate it and preventively solve it for the future.

A much bigger problem of not only this one, but nearly all hospitals in Slovakia is that there is no marketing department that would improve quality of provided services together with solving the quality of the personnel or facility. According to a general opinion, such agenda would be hardly defensible in the public. The Teaching Hospital in Trnava does not have even marketing planning and it solves all similar

activities ad hoc, which harms its long-time vision. The aims of the hospital in the fields of quality of services and personnel are thus more difficult to be set and to be accomplished.

What important is to be done?

Branding depends on the idea of the brand. Without any idea it is difficult to build an effective branding, as we do not know what message we want to convey to the public. The Teaching Hospital in Trnava should set an idea of its brand. It should be a reflection of what they want to provide and how they want to be perceived by the public. The next step is to set aims by means of marketing planning. A marketing plan would enable the accomplishing of the main target for the hospital by means of partial aims.

In the area of communication the hospital should set its priorities – how they want to communicate their services to the patients; to create new promotional materials focused on building the brand and conveying the message that they want to communicate to the public; to continue in communication by means of media. A certainty should also be continuous training of the medical personnel in the field of approach and communication with the patients so that a patient left the hospital with a good feeling. The medical personnel should bear in mind the new idea of the hospital and practice its services in compliance with it. Next step must be a permanent modernization of material and spatial equipment of the hospital. Professionalism and quality of the personnel should be ensured by means of top doctors, but also by hiring young doctors who will build their names and professionalism. Finally, a patient should be treated as a client who evaluates the brand of the hospital. It is important to focus on their trust towards the brand and on their good feelings that they will come back home with after leaving the hospital.

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IMPACT OF ACCELERATED MOBILE PAGES FORMAT ON CORPORATE WEB SITES

Andrej Miklošík – Peter Červenka – Ivan Hlavatý

Abstract

In this digital era, application of newly developed information technologies into practical life is an integral part of any marketing team in all sectors. Due to the increasing technological miniaturization and mobility, the behaviour of potential customers and companies in accessing online available data is changing. The dominance of mobile access to the information content on the internet was noticed by search engine companies, and new criteria take into account if sites are mobile optimized. The digital presence of the company or product and their positioning is one of the factors that affects the brand awareness and attracts the attention of potential customers and business partners. This study examines available methods of mobile optimization and possibilities of implementation of AMP webpage format tailored for mobile devices, and examine the issue of its application for corporate marketing on example of Visegrad countries. One of the implications related to brand management is that the earlier the AMP is implemented, the greater the chance for a better visibility, as the result of Google's institutional memory.

Key words:

AMP page format. Digital marketing. Mobile marketing. Mobile webpage optimization. SEO.

1 Introduction

Developments of information technology is currently progressing at a pace, that opens up nearly daily new ways to do our work faster, more accurately and more efficiently, which has a major impact on the overall economy and trends of society development. These options are crucial for the modernization of various sectors. They are helping to create new jobs and create technological preconditions for access to information in electronic form. Information and communication infrastructure makes significant changes to the internal organization of the business environment and makes significant ways to streamline the organization of work. Impact of liberalization and market mechanisms create conditions for a flexible application of new technologies in information - communication infrastructure. The underlying trend is the gradual complete "convergence" of technological, functional and user-friendly interface for operation and use of voice, video and data character services - convergence of data and telecommunication services. The development and ever more pressing need for general networking already presently affects the design features of modern communication systems towards ever greater mobility.

Mobile devices for end consumers are becoming increasingly frequent tool for accessing information because of their flexible operation. End-users and their behaviour predetermine the way people look at and get information from the Internet. Searching for information on the internet so opens way for new technological approaches, which must be taken into account not only by search engines themselves, but also by companies using these technologies. Search engines provide search results based on certain criteria, that can based on new technologies change. Responsive web content evolution culminated in the creation of new formats for mobile devices. These formats are characterized by their focus on web content, where priority is page loading time and its essential content. Position in search

results is now affected by a large scale by load time of the page. If the company wants to be placed on the top positions in search engine results, it must apply technologies to their web pages that are supported in this respect.

2 New trends in SEO

The rules for effective SEO have shifted drastically over the past years. Marketers are increasing their investments in content of the pages, but to leverage those investments, they'll have to put some effort into learning the new rules for SEO. In 2015 the leading SEO analytical company – MOZ published a research, which identified the 10 leading SEO ranking factors in 2015.¹ The study researches factors for SEO performance within search engine results page in Google, as the leader in full text search services. While the data for 2014 and 2015 shows significant trends in increasing importance of onsite factors, it also shows a trend in preference of mobile optimized pages for mobile searches.

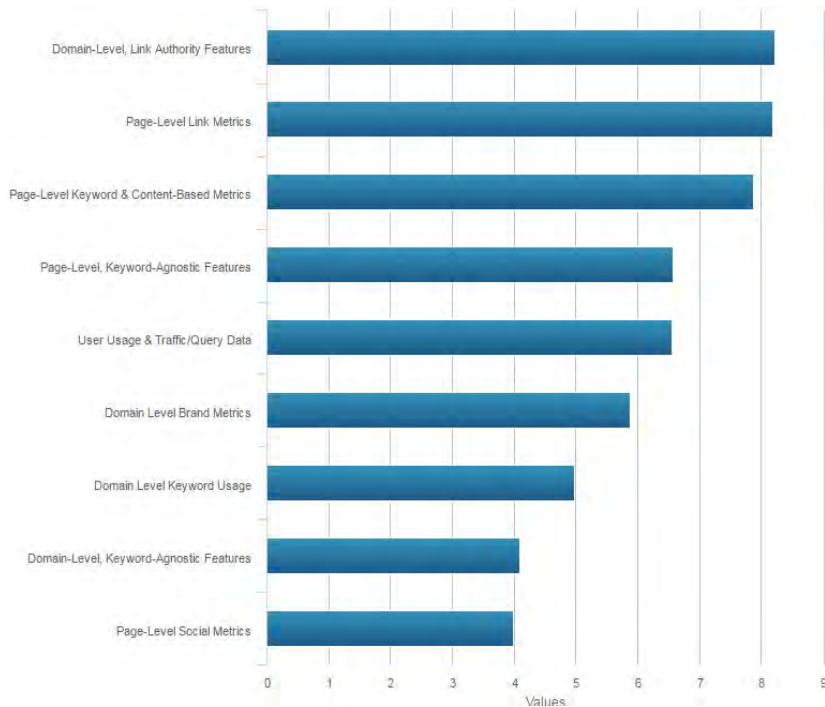


Chart 1: Search Engine Ranking Factors 2015

Source: MOZ: *Search Engine Ranking Factors 2015*. [online]. [2016-10-01]. Available at: <<https://moz.com/search-ranking-factors/survey>>.

¹ MOZ: *Search Engine Ranking Factors 2015*. [online]. [2016-10-01]. Available at: <<https://moz.com/search-ranking-factors/survey>>.

In this study MOZ identifies mobile friendliness of the page as one of the leading factors in the “Page-Level, Keyword-Agnostic Features” category. According to this study, the most important factors for SEO impact in 2016 will be:

- mobile-friendliness, which will increase in impact by 88%;
- analysis of a page’s perceived value (up 81%);
- usage data such as dwell time (up 67%);
- and readability and design (up 67%).

For 2016 MOZ expects for mobile barely cut in to desktop's usage and its growth rate in developed countries to slow down,² but overall numbers of mobile devices users will be highest ever and Google will continue to prioritize mobile friendly pages for mobile searches even more. Also, in any device, including mobiles, users are preferring learning the most from them without the need to research many websites. For this reason Google introduced the rich text results, which try to answer the question of the user directly, either with using information from Business Directory Listing, media or even directly part of the answer the user is looking form. The latter, Google Answer Box, is usually displayed for search terms such as “How to”, “Where is”, “What is” and similar. As Miklosik and Dano (2016) note, search engine optimisation experts are facing new challenges on how to optimise websites to be displayed in the Google Answer Box and thus, increase the visibility of the website to desktop and mobile users.³

In the last few years have we seen a major shift in search engine algorithms, which meant a shift from standard web pages to mobile web and responsive web versions. This is also the preference of users/consumers who prefer the simplest option to access the website, being fully responsive and thus, readable and usable. Kopanicova and Klepochova (2016) confirm these trends in their research, focusing on adoption of new technologies by consumers in Slovakia. They found out that domestic online shops are the most frequent option amongst purchases related to usage of new technologies (50.5%).⁴ While only about 50% of e-shops running in Slovakia are fully responsive, this is a big task standing before the owners/administrators to improve the users’ experience while accessing those via their mobile devices.

While standard web site can be accessed from any device, its design and functionality is limited on mobile devices, due to not adopting to the width of the screen of the device. Mobile versions of a website were another step of development. They can run on special website, or can be integrated to standard sites, and user can shift between different versions. The next step was responsive web. Responsive web is a version of a site, which can be displayed on any device, and it shows different design version of the site according to the size of the screen, while the content remains the same.⁵ A new possibility in mobile page creation is accelerated mobile pages.

² FISHKIN, R.: *10 Predictions for 2016 in SEO & Web Marketing*. [online]. [2016-10-02]. Available at: <<https://moz.com/blog/10-predictions-for-2016-in-seo-web-marketing>>.

³ MIKLOŠÍK, A., DAŇO, F.: Search Engine Optimisation and Google Answer Box. In *Communication Today*, 2016, Vol. 7, No. 1, p. 82-91.

⁴ KOPANICOVÁ, J., KLEPOCHOVÁ, D.: Consumers in New Millennium: Attitudes towards Adoption of New Technologies in Purchasing Process. In *Studia commercialia Bratislavensia*, 2016, Vol. 9, No. 33, p. 65-74.

⁵ FORGÁČ, J.: *Mobilní nebo responzivní web?*. [online]. [2016-10-02]. Available at: <<http://www.artweby.cz/blog/mobilni-stranky-nebo-responzivni-web>>.

3 AMP – Accelerated Mobile Pages

Accelerated Mobile pages (AMP for short) is a project of Google and Twitter. Mobile search is becoming increasingly popular. Google released in 2016 a new “cross device” research that provides more evidence that a substantial number of consumers browse the web and make searches on multiple devices throughout the day. It also confirms, that mobile devices are the dominant platform used and that a meaningful percentage of users go mobile only. Nearly 30% of people search only on a smartphone in an average day, as they look to meet immediate needs.⁶ The trend is clear - people are increasingly searching using their phones or tablets and Google responds to the growing share of mobile searches in April 2015 with prioritizing mobile ready pages for mobile searches. Google claims that most users will abandon a site if it does not load within three seconds. Google focuses on several factors affecting the overall speed of the web, such as CSS, HTML script but also pictures.⁷ Load time of websites decide, whether her visitors stay or leave, or will be satisfied or frustrated, and also interested in Google - Quick sites, that visitors like, receive as the results better positions.



Picture 1: Standard page vs AMP page

Source: *How People Use Their Devices*. [online]. [2016-10-09]. Available at: <<https://www.thinkwithgoogle.com/articles/device-use-marketer-tips.html>>.

AMP is an open source project designed to help publishers create mobile-optimized content that loads instantly on all devices. AMP delivers trimmed webpage using only HTML and CSS, webmaster can thus influence the content and form. JavaScript is only used in key parts of the AMP, the content provider can be inserted into pages. Thereby, the JavaScript today hampers loading pages. AMP pages, however, can only generate each document (page), not the entire sites. For pages can upload pictures or videos, but not advertising.

⁶ *How People Use Their Devices*. [online]. [2016-10-09]. Available at: <<https://www.thinkwithgoogle.com/articles/device-use-marketer-tips.html>>.

⁷ *The need for mobile speed: How mobile latency impacts publisher revenue*. [online]. [2016-09-28]. Available at: <<https://www.doubleclickbygoogle.com/articles/mobile-speed-matters/>>.



Picture 2: Standard page vs AMP page

Source: *How To Get Started With Accelerated Mobile Pages (AMP)*. [online]. [2016-10-09]. Available at: <<http://searchengineland.com/get-started-accelerated-mobile-pages-amp-240688>>.

Framework for creating mobile websites - AMP consists of three basic parts:

- **AMP HTML** - subset of HTML, the mark-up language has some own brands and features and many restrictions.
- **AMP JS**: JavaScript framework for mobile pages. For the most part it handles resources and the asynchronous load. It should be noted that third-party JavaScript is not enabled in the AMP.
- **AMP CDN**: Optional Content Delivery Network - will take AMP-enabled pages to the cache and automatically perform some performance optimization.

In the case of the website it is recommended to maintain it in at least two versions: the original version of the page that users will see as usual and AMP version of the page. Given that AMP does not matter, as form elements and JavaScript third party may not be able to use the forms, notes on the page and some other elements that can be used on your site in a standard version.⁸ AMP reduces the page size to a large extent, as you can see in the picture below. The number of requests sent to the page load is also less. AMP improves CTR and also shows an increase in the number of repeat visits.

Table 1: Comparison of loading speed (normal web, mobile web and AMP)

	Performance grade	Load time	Faster than	Page size	Requests	Tested from
Responsive page	70	3,60s	46%	3,2 MB	205	Dallas
AMP pages	78	696 ms	94%	806.0	60	Dallas

Source: *The Difference Between Accelerated Mobile Pages (AMP) and Mobile-Friendly Pages*. [online]. [2016-10-08]. Available at: <<https://www.searchenginejournal.com/difference-accelerated-mobile-pages-amp-mobile-friendly-pages/172967/>>.

⁸ *How To Get Started With Accelerated Mobile Pages (AMP)*. [online]. [2016-10-08]. Available at: <<http://searchengineland.com/get-started-accelerated-mobile-pages-amp-240688>>.

The fast loading times are enforced by a strict set of optimisations that significantly improve page loading times:⁹

- Allow only asynchronous scripts,
- Size all resources statically,
- Don't let extension mechanisms block rendering,
- Keep all third-party JavaScript out of the critical path,
- All CSS must be inline and size-bound,
- Font triggering must be efficient,
- Minimise style recalculations,
- Only run GPU-accelerated animations,
- Prioritise resource loading,
- Load pages in an instant.

Google has naturally build in a platform, that will serve advertaising from AdSense and other advertising platforms. According to the AMP Project website – *A goal of the Accelerated Mobile Pages Project is to ensure effective ad monetization on the mobile web while embracing a user-centric approach. With that context, the objective is to provide support for a comprehensive range of ad formats, ad networks and technologies in Accelerated Mobile Pages. As part of that, those involved with the project are also engaged in crafting Sustainable Ad Practices to insure that ads in AMP files are fast, safe, compelling and effective for users.*¹⁰

Alternative products for AMP pages and their differences

A similar idea deployed by Facebook, which introduced Instant Articles. They enable publishers to deploy their content directly on Facebook. He is then due to preloading (preloading) appear much faster, there is also a rich interactive features and the ability to add articles to your own ad. A similar approach was taken by Apple, when during June WWDC Apple introduced the News Service. Both services are limited to a single platform. Google OpenSource-ed AMP specification. It gives people first opportunity to shape its future. Secondly, it provides other aggregators of content - such as RSS feeds and various applications for easier reading - to benefit benefit almost instantaneous load.

4 AMP and its implications on marketing activities

Recently Google celebrated one year anniversary of release of AMP site format and released new data on publishing and use of AMP pages that shows, that there are over 600 million AMP pages on over 700 000 domains by October 2016 (up from 150 000 domains in Jun 2016).¹¹ Google spent a great deal of time over the past several years convincing developers and publishers to adopt responsive design and so improve the mobile user experience while browsing web pages. Responsive

⁹ *How AMP Works*. [online]. [2016-10-08]. Available at: <<https://www.ampproject.org/learn/how-amp-works/>>.

¹⁰ *Accelerated Mobile Pages Overview*. [online]. [2016-10-08]. Available at: <<https://www.ampproject.org/support/faqs/#how-will-advertising-work-on-accelerated-mobile-pages>>.

¹¹ *AMP: A Year in review*. [online]. [2016-10-08]. Available at: <<https://amhtml.wordpress.com/2016/10/07/amp-a-year-in-review/>>.

design and AMP are not mutually exclusive; however, AMP pages typically load faster than responsive pages. It's possible, that AMP will in the long run be preferred over responsive pages. In August 2016, Google announced Accelerated Mobile Pages (AMP) would be moving into the main organic mobile search results. By end of September 2016, AMP officially rolled out broadly in mobile search. The rollout should be completed by end of 2016. And while AMP pages officially won't get a special boost in mobile results, however loading time for AMP pages is much better than the alternatives, and loading time already is one of the ranking factors on that search results position depends.¹²

The AMP is laid on four core principles that would guide the innovation on the AMP ads roadmap and get us to a world where ads are as fast and engaging as the content we value:¹³

- Faster is better,
- 'Beautiful' matters,
- Security is a must,
- We are better together.

Compared to non-AMP pages, ads on AMP pages have led to:¹⁴

- 80%+ of the publishers realizing higher viewability rates,
- 90%+ of the publishers driving greater engagement with higher CTRs,
- majority of the publishers seeing higher eCPMs (Impact and proportion of lift varies by region and how optimized the non-AMP sites are).

Given the potential significance and impact of AMP on mobile search rankings, SEO Powersuite designed in April 2016 a research study aimed to identify SEO's awareness of the AMP launch in the US and to specify the impact they believe it will have on mobile search results and the actions they plan to take as a result. The results have shown that 75% of SEO's have some awareness of AMP, with 18% saying, they had deeply researched it. In other words, less than two months after Google's AMP launch, fully three-quarters of SEO professionals were aware of its existence. That fast penetration of awareness among industry professionals suggests that AMP is an important innovation, and one that is being closely followed by the search community.¹⁵

¹² AMP - Accelerated Mobile Pages - begin global rollout in Google mobile search results. [online]. [2016-10-08]. Available at: <<http://searchengineland.com/get-started-accelerated-mobile-pages-amp-240688>>.

¹³ Ads on AMP: Where faster is better. [online]. [2013-10-08]. Available at: <<https://amphtml.wordpress.com/2016/06/07/ads-on-amp-where-faster-is-better/>>.

¹⁴ Ibidem.

¹⁵ AMP Survey: Window of Opportunity for SEOs Offered By Google's Accelerated Mobile Pages. [online]. [2013-10-08]. Available at: <<https://amphtml.wordpress.com/2016/06/07/ads-on-amp-where-faster-is-better/>>.

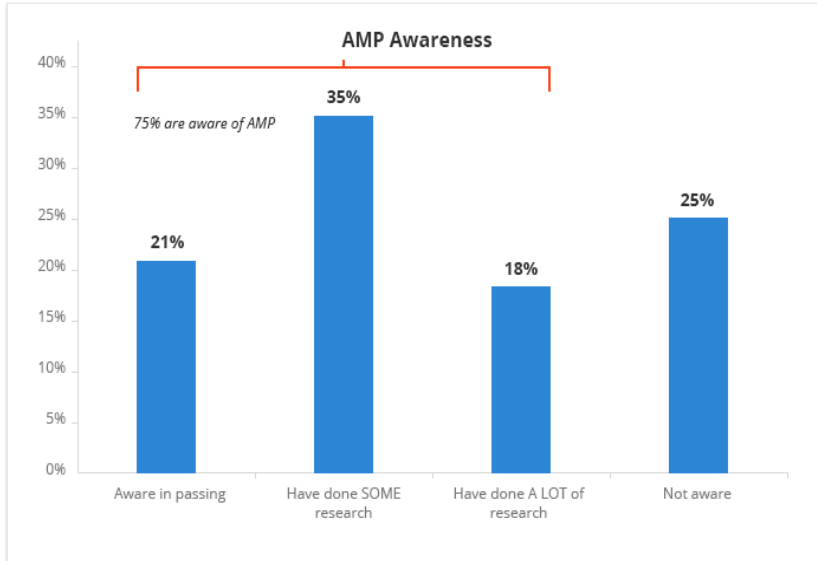


Chart 2: How aware are SEO’s of AMP

Source: AMP Survey: *Window of Opportunity for SEOs Offered by Google’s Accelerated Mobile Pages*. [online]. [2013-10-08]. Available at: <<https://amphtml.wordpress.com/2016/06/07/ads-on-amp-where-faster-is-better/>>.

Same study identifies, that in April 23% of SEO’s were implementing AMP pages into their portfolio, while 29% planned to implement them within 6 months. The “first mover advantage” for those, that implement these new technologies is evident, as Google’s institutional memory is long. It can be difficult for late comers to get the search engine to stop ranking brands, which it has defined as industry leaders and therefore deserving of higher ranking because of early AMP support. At a time when, mobile searches have overtaken those on desktops, more than half of SEO’s understand that implementing AMP in the next six months is important.

Thus, the implications related to brand management / brand visibility and AMP can be summarized as following:

- Do include digital media channels into brand communication strategy.
- When building a website, force the creation of an AMP to support more efficient access of users to information about the brand.
- This directly supports the visibility of the brand in search engines, which needs to be boosted by appropriate copywriting.
- It can be further enhanced by proper structuring the text and tailoring to suit the requirements to be included in Google Answer Box.

4.1 Use of AMP pages in countries of the Visegrad Group

In sharp contract with the US survey done by SEO Powersuite are results received in our study on AMP implementation in countries of the Visegrad Group. Presented results are based on research that was conducted during Jun – August of 2016 with

participants from all 4 countries. At this time we have only partial results available, but even those are enough to present a trend. While we aimed to use a bigger research sample, the low response numbers left us at the end with responders as shown in table 2.

Table 2: Participation of SEO's and companies in the study by country of origin

	SEO's	Companies
Poland	136	72
Czech republic	79	61
Hungary	108	84
Slovakia	67	48

Source: Results of our marketing research

Striking is the number of SEO's, that were not even aware of AMP sites – 43%. Compared to 75% AMP awareness of US-based SEO's, only 57% of their Visegrad based equivalents were aware of the technology while only 22% were already implementing said technology during the months of the research. Only additional 29% were planning to implement the technology till the end of 2016.

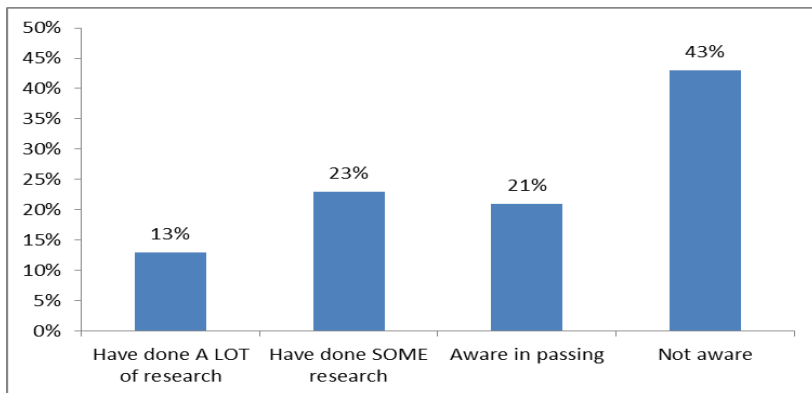


Chart 3: How aware are SEO's of AMP in Visegrad countries

Source: Results of our marketing research

One of the reasons for so low adoption of AMP technology could be the argument about “smaller percentage” of mobile users, but for generations up to 40 years is that argument irrelevant.

Conclusion

We have outlined a brief overview of new trends in SEO caused by the rising number of mobile searches and the changes that it brings to implementation of new technologies to companies web pages. The crucial emphasis being on implementation of AMP pages in the world compared to the countries of Visegrad group. As shown by our research, new technologies find their way into the hands of those that need them often only after a long time, when those that stayed informed

already secured their place in search engines by early adoption of said technologies. The question that remains to be solved is, if our SEO's just don't continue to improve themselves after they land a job, or if it is just an anomaly caused by relatively low response numbers in our research.

Acknowledgement: This paper originated as the result of working on a grant scheme 2015-PSD-PAV-01 Optimization of websites for search engines as an integral component of marketing.

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BUILDING BRAND COMPETITIVENESS THROUGH CSR IN SMES

Jan Mísař – Ondřej Pešek

Abstract

The Corporate Social Responsibility has played significant role in brand management in recent years and as was shown in a lot of case studies and papers on this topic, it has huge impact on building stakeholder value. This paper explores the relationship between the Corporate Social Responsibility and branding as a tool to build company's competitiveness. To analyze the situation we first review the current state of the art on CSR and competitiveness as well as CSR and its role in branding. Result of this literature analysis shows that CSR and competitiveness relate through innovative cycles only if CSR is fully integrated into brand management. We propose a tool for developing such activities using the CSR Canvas that was designed to identify and implement CSR activities in small and medium-sized enterprises.

Key words:

Branding. Corporate Social Responsibility. Implementation model. SMEs.

1 Introduction

Corporate sustainability is nowadays a very common topic among both scholars and business practitioners. Corporate social responsibility is often mentioned as a tool to achieve corporate sustainability, if implemented correctly. It has been proven that proactive approach towards the Corporate social responsibility (CSR) brings advantages to businesses that have decided to implement these activities into their core processes. These advantages might be both financial (lower costs, higher income, etc.) and non-financial (better employee satisfaction, winning awards, etc.), either way, these benefits are projected into competitive advantage, as even non-financial benefits have strong impact on branding - e.g. better relationship with a local community helps to improve the overall positioning, higher customer satisfaction spreads positive word of mouth, etc.

Marketing plays a substantial role in both applying such activities and promoting them, which can be greatly supported through brand. It is suggested that firms use their brands to promote the value of sustainability to their industrial customers, consumers, and other key stakeholders.¹ This may be achieved through branding activities focused on emphasizing sustainability practices and their impact on its stakeholders. Expressing outcomes and associating them with brands have a potential to further develop integration of sustainability and branding.

2 Corporate social responsibility

Corporate social responsibility has been used by business and academics for more than 50 years,² but was neither much developed nor used until recently. In the 1950's Howard R. Bowen, who is considered one of the first major theorists of

¹ KUMAR, V., CHRISTODOULOPOULOU, A.: Sustainability and Branding: An Integrated Perspective. In *Industrial Marketing Management*, 2014, Vol. 43, No. 1, p. 7-15.

² CARROLL, A. B.: *A History of Corporate Social Responsibility: Concepts and Practices*. Oxford : Oxford University Press, 2008, p. 22.

society, already interpreted CSR in his book *Social Responsibilities of the Businessman* as follows: „It [social responsibility] refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of our society.“³ Especially in recent years, the issue of corporate social responsibility has developed rapidly so it can be said that it is experiencing a real boom. Spontaneous development as well as a relatively large width of this concept, causes a very high terminological inconsistency. Also, for the term "Corporate social responsibility" there is currently no single global definition and this fact does not seem to be changing in the near future.

There are a lot of definitions and perspectives on CSR which is partly due to the fact that CSR is practised in a broad range of different organizations - small businesses, public sector organizations, NGOs, etc. As the word "Corporate" in CSR indicates, this concept mainly applies to large corporations. This has drastically changed in recent decade⁴, mainly through massive propagation by the European Union, especially through expressing the benefits that arise from implementing socially responsible activities. The performance and impact of socially responsible activities has been in the centre of discussion for many years⁵ and it has been proven to be a very difficult task to determine such effect,⁶ especially for small and medium-sized enterprises, where some of their aspects are lack of communication and lack of data collection and analysis.⁷ Recent studies have proven that CSR actually bring many benefits - both financial and non-financial. As an example we can mention the research conducted among Australian small and medium-sized enterprises by Torugsa, O'Donohue and Hecker⁸ which proves that proactive approach towards CSR has positive impact on financial performance of these enterprises. By proactive the authors mean activities that are developed by an enterprise for its stakeholders. They specifically exclude activities that are forced upon enterprises by government or activities that are just copied because they are trendy.

3 CSR and branding

Branding and CSR are very closely related. CSR is very often used in marketing and PR campaigns of large companies that try to communicate their social and environmental activities to their stakeholders. As a result stakeholder management has very crucial role both in CSR and branding.

³ CARROLL, A. B.: Corporate Social Responsibility – Evolution of a Definitional Construct. In *Business and Society*, 1999, Vol. 38, No. 3, p. 12.

⁴ KHAN, A. et al.: Corporate governance and corporate social responsibility disclosures: Evidence from an emerging economy. In *Journal Of Business Ethics*, 2013, Vol. 114, No. 2, p. 227.

⁵ ARAGON-CORREA, J. A. et al.: Environmental Strategy and Performance in Small Firms: A Resource – Based Perspective. In *Journal of Environmental Management*, 2008, Vol. 86, No. 1, p. 88.

⁶ TORUGSA, N. A. et al.: Capabilities, proactive CSR and financial performance in SMEs: Empirical evidence from an Australian manufacturing industry sector. In *Journal of Business Ethics*, 2012, Vol. 109, No. 4, p. 490.

⁷ SPENCE, L. J., SCHMIDPETER, R.: SMEs, social capital and the common good. In *Journal of Business Ethics*, 2002, Vol. 45, No. 1, p. 97.

⁸ TORUGSA, N. A. et al.: Capabilities, proactive CSR and financial performance in SMEs: Empirical evidence from an Australian manufacturing industry sector. In *Journal of Business Ethics*, 2012, Vol. 109, No. 4, p. 490.

If it is mismanaged, a company's reputation can be badly damaged and there will be a direct negative impact on its business and bottom-line. Non-governmental organisations (NGOs) are increasingly putting pressure on the companies.⁹ The growth in socially responsible investments and in CSR awareness among people means that the most successful companies will be those who proactively balance short-term financial goals with long-term sustainable franchise building.^{10,11} As a response to this challenge, companies will have to convince stakeholders that they can trust their brands as well as the people behind them.

There have been several studies that focused on this topic. Ogrizek¹² states that there are market benefits and competitive advantages for those companies that integrate CSR and urges financial sector to acknowledge this fact and act accordingly unless they want to become scapegoats. He also mentions that nowadays there are several big consumer brands that are used as societal role models, even though they are targets of anti-globalization and anti-logo activists at the same time. These big brands identified that it is necessary to have an image global citizens. Kumar and Christo¹³ identified in their study 3 main benefits resulting from successful implementation of CSR into branding process:

- Integration of marketing and operations enhances business sustainability practices.
- Sustainability activities in operations should be promoted by industrial brands.
- Branding support can be achieved by creating brand sustainability associations.

These findings only further support facts about strong relationship between branding and implementation of proactive CSR and its positive effects on performance. These findings are also supported in study done by Vilanova, Lozano and Arenas¹⁴ who added that CSR and competitiveness relate through learning and innovation cycle, where corporate values, policies and practices are permanently defined and re-defined. They conclude that learning takes place as CSR is embedded in business processes, and that once it has been integrated it generates innovative practices and competitiveness. Polonsky and Jevons¹⁵ research implications suggest that organizations should conceptually develop these three areas of complexity – Issue, Organisational and Communication. By considering them organisations will be able to better understand and align their activities in line with CSR related issues

⁹ KUMAR, V., CHRISTODOULOPOULOU, A.: Sustainability and branding: An integrated perspective. In *Industrial Marketing Management*, 2014, Vol. 43, No. 1, p. 7-15.

¹⁰ OGRIZEK, M.: The effect of corporate social responsibility on the branding of financial services. In *Journal of Financial Services Marketing*, 2002, Vol. 6, No. 3, p. 228.

¹¹ POLONSKY, M., JEVONS, C.: Global branding and strategic CSR: an overview of three types of complexity. In *International Marketing Review*, 2009, Vol. 26, No. 3, p. 327.

¹² OGRIZEK, M.: The effect of corporate social responsibility on the branding of financial services. In *Journal of Financial Services Marketing*, 2002, Vol. 6, No. 3, p. 228.

¹³ KUMAR, V., CHRISTODOULOPOULOU, A.: Sustainability and branding: An integrated perspective. In *Industrial Marketing Management*, 2014, Vol. 43, No. 1, p. 7-15.

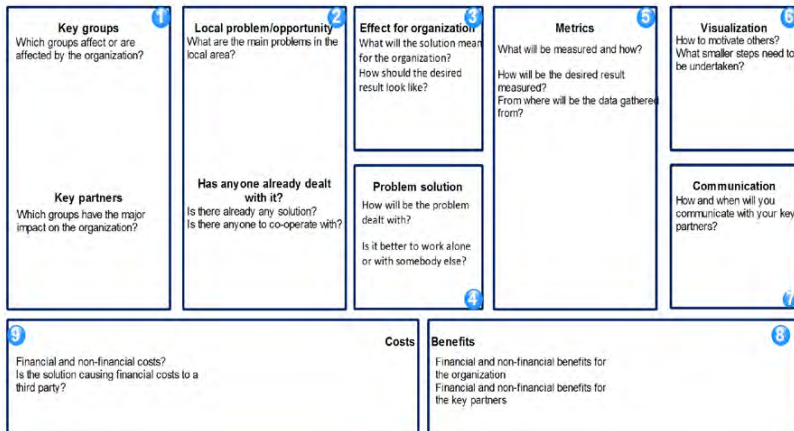
¹⁴ VILANOVA, M. et al.: Exploring the Nature of the Relationship Between CSR and Competitiveness. In *Journal of Business Ethics*, 2009, Vol. 87, No. 1, p. 57.

¹⁵ POLONSKY, M., JEVONS, C.: Global branding and strategic CSR: an overview of three types of complexity. In *International Marketing Review*, 2009, Vol. 26, No. 3, p. 327.

because organisations need to ensure they address the highest set of global expectations, as any lower level may be criticised as being less than appropriate.

4 CSR model

The purpose of this model is to help entrepreneurs develop proactive CSR activities that can be integrated into their brand thus giving them all benefits that come from these activities. Entrepreneurs commonly spend finance on environmental and social issues, while their selection is mostly random or based purely according to their personal preferences. They seldom monitor impact of these activities on business, sometimes they even do not want to have an impact, for fear of a backlash or feeling shame for getting something back in return - and thus spoil the sense of the activity (donation etc). The aim of this model is to help during selection and implementation of these activities, so they have a strategic and measurable impact, through overall view of the organization and the impact on the environment in which it operates. The model develops the relationship between the key groups (stakeholders) and the organization, their common problems and possibilities to solve them, as well as determining the outcome of these activities and the measurement method, in order to monitor progress and verify the correctness of the result - the effect on the organization. The model has been tested on over of 150 university students, who chose as minor specialization Small and medium-sized enterprises.



Picture 1: CSR Canvas
Source: Own processing

We recommend the following procedure for creation of the first canvas:

1. Print or rewrite the model on a paper (preferably A4), or create it in electronic form (eg. Excell).
2. For the filling, use self-adhesive office papers - sticker. It is easy to work with them and forces you to be concise.
3. Start to fill in the boxes in the order from 1 to 9. What you do not know now, you can skip and then to come back. The core part is the identification of key

partners, their problems and finding ways to either fix them or alleviate its effects. Therefore give these fields your maximum attentions. For these activities to be effective, they must be very precisely targeted.

4. Search for continuity and relationships between different fields.
5. It is important write down the idea so when you read it out loud, it still makes sense. The fields are small on purpose, forcing you to write clearly and concisely.
6. After completion of the first attempt, try to focus on areas that proved to be problematic.
7. Create a separate model for each group for which you have found the problem or opportunity and extend it in detail.
8. Evaluate what you think is the best option and begin with implementation.

Explanation of each area:

1) Key Groups

Among the key groups include those groups that are affected by the organization or have an impact on it.

- Which groups have the greatest impact on the organization?
- What do you know about them?
- How can you specify them?
- What kind of relationship does each one of them require from us?
- How costly is to ensure the functioning of these relationships?
- The key partners - those on which the activity is being developed?; Who will be most affected by it?; Who we need to get for our cause?

2) The local problem/opportunity

Small and medium organizations should have their activities directed at their immediate surroundings in which they operate.

- What kind of problems are your key partners dealing with?
- Is any of them common for the organization?
- Are there already any solutions somewhere? And that includes other organizations which already addresses the problem.
- Find an example that works - it was successful and it was possible to achieve. People see that change in that scale and pace is possible, which also works a little bit like a challenge: "If someone else did it, so why should not we too?"

3) What is the effect on the organization?

- Where does it meet with interests of the organizations?
- Are you sure that it is not just a fulfilment of personal desires?
- How is the problem connected with the mission and vision of the organization?
- It is a short or long-term effect?
- Can it somehow negatively backfire?

4) Problem solution

- How is it possible to solve?
- Is it better to solve the problem alone or find partners?
- Who can participate?
- Where do we get the necessary info?

5) Metrics

- What do we measure?
- How do we know that we are actually doing what we wanted?
- Where will we get the data?

6) Visualization

Here is advisable to use the method VISTA, which states that every goal should be first visualized. It means proactively create very specific ideas about the state in which we find ourselves, after we reach the goal. Thanks to the imagination, the final goal is better stored in the brain and sets it on this achievement. A vision closely linked to the experience and emotions are very important to ensure that the human brain itself starts the process towards a given goal. Furthermore, the objective should be inspiring and aspiring to something new, to change, to progress. The key is to be specific, very concrete and elaborate detail, as well as the idea. It is also important to continually measure the progress, we have made, to be able to determine whether we really met the objective as it was defined. Aim should also be linked to a specific timetable, for example a month, a year or several years.

- How will the final output look like?

Change is easier when you know where you are going and why it makes sense. Simple helper is so called postcard from the goal, which has stimulative effect and thus is able to strongly motivate.

- How do you motivate others for your goals?

Man is a social creature. From birth man learn by imitating. So, if in their area a lot of people behave differently, either consciously or unconsciously individual will accept this behaviour as their own. It is therefore important for the synergic effect to surround by people who have the same goal and infect each other with their behaviour.

- What smaller steps will have to be taken?

Outlining the critical steps is crucial for the process, because people sometimes get the decision paralysis. This term refers to a situation where one simply can not decide what to do next, because of a large number of different scenarios. The gradual breakdown into individual steps not only aids in obtaining an overall view, but also in decision-making and the actual activation.

7) Communication

People react strongly to communications that resonate with emotions. Sometimes it is not enough that we just know something, we also have to feel it. It is therefore necessary to give the person the "taste" of what you think. We have to produce something concrete and tangible, so people are be able to create personal relationship.

- How will you communicate with key stakeholders?
- In which phases is it appropriate?
- Which communication channels are best?
- Is the solution to the problem presented as thoughtful and important for your organization, or just a casual activity - shot in the dark / marketing?

8) Benefits

- What are financial and non-financial benefits for the company?
- What are financial and other benefits for the key partners?
- What are the unintended / side benefits?

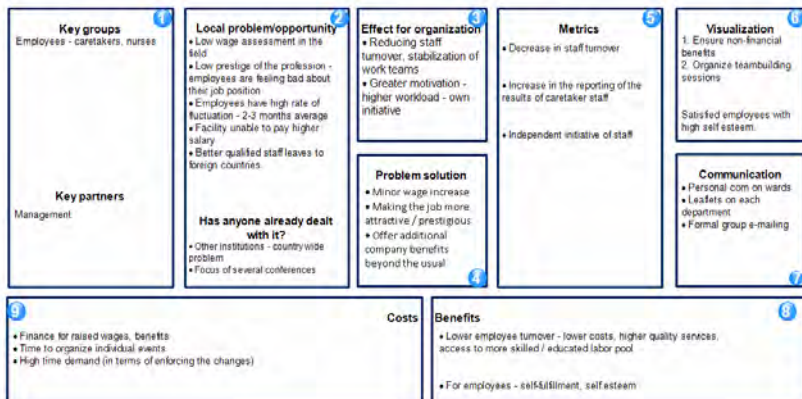
9) Costs

- What are the financial and other costs?
- Which sources you can / must use?
- Does the solution cause incidental costs to other key partner?

5 Seeking answers to the model through verification

The source of the case study wanted to remain anonymous, therefore there will be focus just on the CSR Canvas, the critical situation and results. The source was a student working for a non-profit organization that can be classified as a home for elderly people. He has been working there as a financial manager for more than 5 years and thus has very good information about its processes. In recent years a critical problem has arisen - employees designated as nurses and caretakers started to leave the facility in order to move to foreign countries in a search for better salary. They usually spend 2-3 months and after that they leave.

The facility itself is located in a small town and is only one of its kind in that location. The facility does not have enough funds to increase the salaries by a substantial amount. The director of this facility was trying to find any help or information concerning this problem and found out, that this problem is country wide and almost every facility has to deal with this problem. Facilities in Prague are usually well funded enough to increase the salary for employees on these positions to the desired amount, but even that does not work all the time. After doing more research on this topic, the director found out about several conferences and summits that were being held on this topic. The consensus on this topic was that the low salary was for employees just lesser problem, the main problem was the lack of respect they were getting from the patients / clients and their families, as well as from the overall society. They felt like their job was somewhat inferior or even degrading. Family members of their clients often talked to them like they would be talking with mentally handicapped people and sometimes yelled at them. According to these findings the author and source (the financial manager) developed following CSR Canvas aimed on this group of stakeholders.



Picture 2: CSR Canvas for Case Study
Source: Own processing

The following steps have been devised:

- 1 Carefully prepare and place leaflets that are encouraging these employees about the importance of their job for the rest of the facility and also society.
- 2 Address this issue during the regular staff meetings to further empower these employees and show them respect they deserve.
- 3 Bring other employees on this subject, especially doctors, and ensure that they will not mistreat these employees in any way.
- 4 Place visible signs around the facility that informs the clients and their visiting family members that they should respect people that are taking a good care of their beloved ones.
- 5 Deploy special nonfinancial benefits, such as worklife balance or compressed work week, to give employees another motivational factors.

The director was willing to try these steps and started to implement them. The preparations took about two weeks. The whole process was implemented in one month. The director found out that the most effective were speeches during the staff meetings, where he addressed the topic and praised the work of these employees. Other employees welcomed this approach as they were exhausted by the constant changes in their work teams that required them to school in the newcomers and usually correct their rookie mistakes. The most difficult task was to find a way to implement nonfinancial work benefits as employees often work in shifts and almost all of their work is done in the facility. The director developed a new system that put these employees into pairs and thus allowed them to manage their schedule in a way that was acceptable.

Eleven months after the implementation the high employee turnover seems to have become more stable. The average length of 2-3 months on these positions has been changed to 6 months (some employees left, before the process was fully implemented). In a questionnaire, that was distributed after six months, the employees stated they are happy with their job position and that they are only lacking higher salary. The director has promised the increase their salary by 500 CZK next year as he can not afford to spare more finances from the budget. The full impact of these activities is yet to be measured as these activities show full results in longer time periods, yet the results already seem very promising.

Conclusion

There exist general agreement that global brands should implement social responsibility. To do so properly, organisations must be able to understand what it means to be socially responsible and how to leverage their actions. The paper expresses relation among three areas: corporate social responsibility (CSR), branding and competitiveness. This paper seeks to develop a model that would connect these three areas, as it is only after organisations understand these three areas that they can effectively leverage socially responsible activities in their brands. Literature review supports this claim that CSR is to be strategically integrated into a global brand. This includes several studies that were published in prestigious journals. It thus also provides several ideas for future research. This paper's perspective goes beyond focusing on the theoretical or the philosophical issues of

whether CSR should be undertaken, as the opposite of majority of papers. The presented model allows organisations to look at CSR more strategically and develop it as a branding issue and thus gain the competitive advantage accompanying these activities. Importance of CSR is accentuated in today's time of social media, where people have more opportunities to express themselves. If we take into consideration that media are on a hunt for negative news and the fact that this type of information spreads on social media much faster than the positive ones, we can clearly see that we live an environment, in which the brand certainly does not want to be considered as bad or wrongdoing.

Acknowledgement: This paper was done as a part of research project IGA 2 VŠE "Sustainable Corporate Responsibility" IP304026.

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THE ROLE OF THE BRAND IN THE DEVELOPMENT OF CZECH ADVERTISING IN THE FIRST HALF ON THE 20TH CENTURY

Dušan Pavlů

Abstract

The brand in history of advertising as an institutionalized commercial communication activity in the territory of the Czech lands from the beginning of the 20th century; it was advertising performed as a systematic, deliberate and goal-orientated communication activity that played an important role in identifying the manufacturing company, entrepreneur and his production. It was, and still is, an etalon for the particular quality of a product and offered service, a guarantee for trustworthy practices of the business person and symbol of value. The paper – on the basis of the specialized literature and opinions of advertising creative professionals or theoreticians of that time – describes the gradual evolution in opinion of the brand and its function in advertising communicates and advertising as a more global, socio-economic phenomenon.

Key words:

Advertising. Brand. Branding. Trademark.

1 Introduction

Parallel to the onset of competition among multiple producers, there were the craftsmen in the Middle Ages. Ever since they have been trying to differentiate themselves from the product range made by others not only in its design, material used and other elements, but also in highlighting the authorship of provenance of that product: they put on identification marks – letters of the alphabet, a symbolic sign in a certain shape, etc., which makes sense mainly when products are sold outside the place of their origin. In due time and, particularly, with the start of mass production from the mid-19th century, marks have become subject to legal protection nationally as well as internationally: the World Organization of Intellectual Property was founded in 1970 and in 1974 became a specialized agency of the UN. These internationally recognized symbols can have a character of a national trademark, an international trademark, a trademark of the European Union, or, a generally known trademark. Brands are assessed on a national and international scale in contests SUPERBRANDS, their market values, etc.

Advertising practice has been developing specialization activities related to brands – branding – as a discipline systematically building the value of the brand – as a dialogue full of promises, expectations of the producer, of the trader, of the public, of the consumer and their interactions. It is aptly described by Matthew Healey: „Branding is the process of a constant battle between producers and consumers about the definition of that promise and meaning.“¹ He understands it as a constant dialogue comprising five basic elements:² positioning / story about the relationship of the consumer, product and his/her brand / design / price / relationship with the customer. In his opinion, branding as a permanent and systematic process where a very important role is played by marketing communication in all its categories, tools, stages of deployment, use of the media, etc., creating many effects which make a

¹ HEALEY, M.: *Co je branding?*. Praha : Slovart, 2008, p. 6.

² Ibidem, p. 8-10.

good reputation of the brand in target groups, increasing customer loyalty, ensuring quality, support the perception of a higher value of the production, reassuring the customer's feeling about making the right choice and belonging to the „right target group“, i.e., the one that prefers the same values, etc.

When we want to correctly perceive the role of the brand in the Czech cultural-social circumstances, we would have to look at the history of Czech advertising and follow the developmental line of opinions of the place, role and significance of the brand from the time when advertising as an independent industry of human creativity started to constitute and also institutionalize itself in our circumstances – i.e., specialized advertising businesses established – advertising and promotion offices, agencies and other specialist businesses – sign painting, window dressing, photographic advertising works and professional unions are established for individual advertising professions or form national umbrella associations.

2 The branding the concept of Zdenko Šindler

The Czech advertising theory has its foundations (leaving aside some efforts of F. L. Rieger or J. Otto in their monolingual dictionaries to capture the concept of advertising) in two monograph publications from the first decade of the 20th century, whose authors, among others, wanted to capture the role of the brand in the set of advertising tools.

Zdenko Šindler³ is the author of a first, all-embracing publication that comprehensively and systemically explain advertising as a communication phenomenon following the manufacturing, distribution and pricing policy of the producer and of the trader. He correctly characterizes the role of advertising in the beginning of the process of mass production of simple products: *„The biggest world firms thank their successes in advertising. It is the blood, the driving force of trade and industry. Advertising is an art. But like in every art, it is also necessary and possible to learn in advertising.“*⁴ Šindler continues at this level of explanation formulated “à la educational advice” – more like an advertisement - and points out the important function and role of art in the process of making an advertisement. In a debate with the results of clumsy attempts of dilettante advertising copywriters and graphic artists he strongly emphasizes the role of art: *„Human taste and with it inventiveness of traders has been refined. Unsophisticated, awkward posters and colourless announcements in the newspapers were not enough, new and new ways of advertising had been devised, chase for show often ended up in bizarre things and, finally the A R T came down from its unreachable height and got to the ground to serve the industry and so after various changes and transformations has crystallized into what we call today “modern advertising.“*⁵, *The a r t is a powerful agent and reformer in this direction, as it placed itself in the service of advertising and clearly, in a demonstrative and pleasant manner says what otherwise needed long verbal explanations.“*⁶

³ Zdenko Šindler was the owner of an advertising agency – Modern advertising in Prague and was in charge of advertising for important brands of that time (remark by the author).

⁴ ŠINDLER, Z.: *Moderní reklama*. Praha : Šimáček, 1906, p. 1.

⁵ Ibidem, p. 7.

⁶ Ibidem, p. 9.

As mentioned by J. Solar, the owner of the agency Modern advertising, Zdenko Šindler was a man of many professions including graphic arts. That is why his books examines the role of fine arts in the process of creating an advertising communicate and, above all, accentuates the art of a graphic condensation.

„We put a drawing but also a text on the poster and it should be just the name of the company or a recommendation for the goods. I can't do anything else here but, as strongly as possible, recommend: few words, as fewest as possible!! And, preferably, tell everything in one word and then you have won it all! Remember, the biggest firms thank one single word for their world reputation! Remember, every child knows what the word Maggi means, or Odol or Zacherlin.“⁷ Z. Šindler was fully aware that an advertising communication needs a condensation, a shortcut, as the communication is not carefully studied but only briefly viewed or browsed – we are talking about visual advertising products – i.e., print ads, posters, shop sign advertising, boards, leaflets and other prints. Z. Šindler pays a more systematic attention to word and picture brands in the chapter titled the NAMES OF GOODS. He points out: „What it is: Odol? –What it is, Maggi? What it is Rici, Zacherlin, Altvater, Suchard, Kunerol, Kneippcoffe?...Kalodont, Chvála hospodyně (Praise for the housewife), Kysibelka and many other things? Only few consumers would know where the goods are made but these names are common all around the world. Why come, how did the factory owners gain such huge popularity? Only through a constant, tireless advertising, only through huge advertising. It is not difficult to manufacture. It is just about an appropriate name, thorough, consistent advertising – and success is guaranteed. The name should be shown to the public so intensely and through all possible means for people to remember it and for the name to become generally known.“⁸

3 Vojta Holman – trademark and consistent typography

The second important author of the first decade of the 20th century in the Czech circumstances is **Vojta Holman**, an arranger of the printing advertising works Politika in Prague who in 1909 publishes a book Advertising and Life to look into many questions of advertising practice of that time. He tries to grasp some phenomena theoretically, analyse and generalize them into more generally valid rules. He reflects the more systemic socio-economic, technological, cultural and other factors leading to the onset of advertising as an integral part of the contemporary culture of our society more strongly than Šindler does. V. Holman emphasizes: „The modern social organisation is directed towards production of goods on a mass scale and these masses of goods need to find their market on a mass scale. Moreover it can't be achieved without advertising, many a time can't even be achieved even with advertising.“⁹

He accentuates the mass character of advertising here, its enormous persuasive and convincing ability. V. Holman examines possibilities and ways leading to an effective influence of these specific communicates on the target consumer public. For the first time in the professional literature written in Czech he comes up with an idea of a

⁷ Ibidem, p. 18.

⁸ Ibidem, p. 55.

⁹ HOLMAN, V.: *Reklama a život*. Praha : Printing Works Politika, 1909, p. 8.

corporate visual style as an element connecting all printed materials and, at the same time, a clear identifier of affiliation, link between that advertising tool and a certain product, brand: „*On the contrary, every factory owner or trader should keep asking for these tools of permanent advertising (catalogues, leaflets, writing paper, price lists, etc. – DP) to be designed as modern as possible and of the latest style so that his catalogue or price list didn't become commonplace soon. His aim should, first and foremost, lead to creating an elegant bookcase of his business papers which would make - even in the quantity - where they are gathered a fine impression and spoke on behalf of their author in a generally most pleasant manner. This bookcase should have, if possible, a uniform character of typography, and, of material as well, at least, the one that gives a first impression like the envelope of price lists and catalogues to have all catalogues of mine one elegant set. ... And we should also have uniform and characteristic prints like leaflets, memoranda, bills, invoices and delivery notes and all of them should finally achieve a uniform appearance of typography and we have a picture of advertising so live and so easily stuck in people's mind.*“¹⁰ He emphasizes the unifying role of the trademark in the consistent visual style of company – „*also the printing block, the trademark which is best able to keep this unity.....A good trademark and a carefully created character of typography, graphic design are the first requirements on an advertisement for every modern industrialist, trader or factory owner.*“¹¹

4 Jan Brabec – the brand as a systemic element

Jan Brabec, an author of many professional articles and studies, a number of books and a long-term official of the Czechoslovak Advertising Club, editor in chief of the professional journal titled “TYP” (Type) plays a crucial role in how the view of the brand – trademark changed over time. J. Brabec is one of the most important, key figures in the Czech theory of advertising in the period between the wars. It is the man who had a decisive influence not only on other theoreticians of advertising but also on advertising practitioners in their articles e.g., for the journals TYP, ORO and other materials published at that time writing in a professional, erudite language coming out of the concept of advertising defined by Jan Brabec.

J. Brabec in his main publication¹² where, actually in 1927, he opens the horizons of world advertising, however, primarily, American advertising to the Czech advertising practice – understands advertising as a clearly defined and hierarchically arranged functional complex effectively leading to the set goal and standing on its own principles and rules with a strong accent on detail knowledge of the background for creation of every advertising communication or advertising campaign. He understands the brand as an important element in the strategy for advertising communication and in the structure of advertising message always in the context of its role in the whole complex.

That is why Jan Brabec refers to the brand explicitly only in some relations with the analysed attributes of advertising. Nevertheless, the book indicates the brand is clearly an unambiguous identifier of the author of that advertising communication,

¹⁰ Ibidem, p. 96.

¹¹ Ibidem, p. 96-97.

¹² For more information, see: BRABEC, J.: *Zásady výnosné obchodní reklamy*. Praha : Sfinx, 1927.

the symbol of quality and guarantee for the quality of the product, respectability of the manufacturer and plays a very important role in understanding the advertising message. He keeps emphasizing that „*the trademark is actually the manufacturer's signature on the goods.*“¹³ He concentrates the promotional significance of the trademark in this statement: „*The trademark is also advertising and so is important as commercial advertising in general. It brings the manufacturer closer to the consumer, makes the manufacturer responsible for the quality of the product, speeds up and facilitates the purchase and the sale, enables knowledge and makes it easier to remember the goods, stabilizes the demand and enables its control. It has the same influence on the quality of goods—for the trademark is a promise of the quality made in public.*

Together with advertising it, helps win favour with the product or the factory. It is an immaterial property as it exists in the minds of the audience, but it is often a substantial property. Many American companies put it on their balance sheets. The suit maker, Hart, Schaffner and Marx, estimated it was worth 10 million dollars in 1921. The cigarette company Camel identically valued their trademark and favour for it in the minds of people. The trademark of the Coca-Cola drink, which for its pleasing sound, euphony encourages to buy, is valued to be worth 5 million dollars, ... The number of trademarks registered in the United States is higher than 150,000.“¹⁴ In the chapter titled the Trademark and Slogans, he studies various aspects of the choice of an appropriate brand and some requirements to create them. He mentions pronounceability of word or text marks: „*The word mark should be pronounceable without effort and with ease, which is the first and absolutely necessary condition. For this very reason it is possible to doubt whether a mark that is a picture only is suitable at all*“¹⁵ When referring to the use of marks in a foreign language environment, he underlines the necessity to consider artificial names that are easy to pronounce: „*The most suitable out of artificial names are those that are highly euphonic and with a lot of "a", "o", "r", "l" and many other euphonic and identically pronounced consonants and vowels. Many artificial names have become part of the language of many nations like Kodak, Victrola, Vaseline, etc.*“¹⁶ He prefers word brands that contribute to memorability of the brand: i.e., the words easy to pronounce, euphonic, and able to be pronounced with a certain rhythm.

J. Brabec bears in mind the demands placed on the effectiveness of performance of any element of the advertising communication – i.e., also of the brand. He says that when it is a picture or image brand, it should have a shape the consumer could figure out and name with no problem at all – a cross, a star, etc.; to enable intelligible communication with the seller when the customer doesn't precisely remember the name of the company. He considers many parameters brands should meet to be considered quality brands, pleasant for perception and with a link to the goods and manufacturer, with sufficient forcefulness, unique and eligible to be entered into the register of trademarks.

¹³ Ibidem, p. 178.

¹⁴ Ibidem, p. 180.

¹⁵ Ibidem, p. 180.

¹⁶ Ibidem, p. 181.

5 Jiří Solar – the brand as a connecting element of advertising

In 1929 a new author enters the world of advertising theory – a beginning and very successful advertising entrepreneur whose own managerial and author's creation influenced consumers in Czechoslovakia still in the 70s and 80s of the last century – Jiří Slabý. For the reason of prestige, he changed his name to a stronger, striking name Jiří Solar (*NB: Slabý – the meaning of this adjective in Czech is weak*). An active advertising manager, copywriter, owner of an advertising agency, face of advertising for some major brands – Baťa, JAWA – and an author of many integrated communication campaigns.

In his first professional book titled *The Course of Commercial Advertising* he pays attention to the brand which he considers one of the three pillars for a consistent advertising, visual style of the manufacturer and, naturally, also of every advertising campaign. He ranks it among the advertising factors that bring the other advertising parts together: *„Under the connecting links of advertising I understand the elements that are common to our advertising crusade, which occurs in print ads, in posters, on slides, in leaflets, in brochures and on writing paper. They are mainly: name, brand and slogan.“*¹⁷ His rationale behind the importance of these connecting elements – links – comes out of the real situation in the market of the buyer: before the era of the mass scale production the buyer naturally knew the trader, trusted him and relied on him to offer good products at his shop because the trader was honest and the shopper's personal experience only proved it.

He comes back to the topic 10 years later in his book titled *The Advertising Manual*.¹⁸ He still sees the name, the brand and the slogan as the three key elements, the basic line that needs to be an integral part of any advertising communication strategy and systematically used. However, the advertising creator has to be aware that the advertisement always represents a meaningful condensation and so, by definition, focuses and concentrates on what is essential, on what matters. Therefore, in the opinion of Jiří Solar, it means the three key connecting elements: name, brand and slogan: *„They are the three red threads that have to be drawn through your advertising for years and years. Therefore, they all have to be designed **under the visual angle of the century** so that they don't need to be changed. These three connecting elements of advertising can't be modern to be modern at all times, but they still have to be good. Their choice needs to be paid an utmost care and attention.“*¹⁹

When searching for the rules of the onset of the brand and trademark, he comes to a conclusion that *„today, at the time of mass production, in the case of many articles it is impossible for customers to be familiar with the boss of the company or the chairman of the board or the one who stands behind the goods...Therefore, it was necessary to shift the trust from the businessman or trader to the goods, and so today we buy the goods according to the brand. The brand, which is the signature of the company, and its moral obligation, gives us a guarantee that the goods we buy have the same quality, the same characteristics as the ones the brand had a week ago, a month ago or years ago. What should the trademark look like?*

¹⁷ For more information, see: SLABÝ, J.: *Kurs obchodní reklamy*. Praha : Orbis, 1929.

¹⁸ For more information, see: SOLAR, J.: *Reklamní příručka*. Praha : J. Solar, 1938.

¹⁹ *Ibidem*, p. 4.

1. *First of all, it should be different, not easy to imitate, unusual.*
2. *Simple, uncomplicated, easy to remember and at first sight clear.*
3. *In good taste and fitting with the character of the goods.*
4. *Not extravagantly modern not to become out of date soon, but it should be, if possible, still good.*²⁰

To get a deeper knowledge of the period view of the role of the brand as a whole and of advertising communication and better understand the rules of its creation, it is advisable to turn to J. Slabý: In his opinion: „*The theme of a brand can be:*

1. **Name** originally newly written like the well-known *Baťa, ORION, PRAGA, BUICK, INDIAN, AGFA, GIBBS, FORD.*
2. **Letter** (the initial letter) or the initials originally designed. *Z (Zbrojovka), double Z (Zátka), S (Singer), RR (Rols-Royce).*
3. **Certain sign, symbol:** *winged arrow (Škoda), coat of arms (Cadillac), three interlocking rings (Krupp), star (Orion), three pines (Kaiser chest caramels), twins (Henckel).*
4. **Certain animal:** *red deer (Schicht), crayfish (Otta), pelican (Günther Wagner), flea (the laundry Blecha (flea)).*
5. **Some scene:** *Recognized the voice of his master (His Masters Voice), according to Casson the best brand of the world.*

*I would like to emphasize once again that the brand needs to be simple, have an effective shape and be designed in the way to be observable and noticeable at the first glance. It goes without saying that it needs to be standing out even when in one single colour, needs to be designed for one colour and not have details that would make its printing on thin newsprint difficult.*²¹

Jiří Slabý pays attention to the trade character he perceives as a special kind of trademark. He understands it as a specific, special trademark that changes attitude and shape but always keeps the basic traits, expression and silhouette. He mentions examples like the well-known little man – Michelin Man - the symbol of Michelin, the character of a horse from the advertising for the manufacturer of Ariel motorcycles, uncle Bobby from the advertising for Vitello margarine. From the domestic examples he presents, e.g., Mrs. Čiperová – the symbol of the advertising activity for the Sana company. The use of a generally familiar trade advertising character makes it possible to dynamically convey the advertising idea or message, as the character can be depicted in many situations like a living creature conducting a dialogue with the consumer, leaning to him, coming to him and can use a range of mimics, dynamic moves, etc.

6 V. A. Jarolímek: the brand – a symbol of quality

In addition one name we should not forget when looking into the sources and approaches to the creation of a brand and trademark in the first decades of the 20th

²⁰ SLABÝ, J.: *Kurs obchodní reklamy*. Praha : Orbis, 1929, p. 107.

²¹ Ibidem, p. 108.

century: Václav A. Jarolímek, the author of a book titled *The Written Course of Advertising and Propaganda*.²²

He points out that the birth of the brand was forced by the mass and special production that requires to have : „.....*the brand of our goods, the brand of good and consistent quality through which we achieve an advertising effect even when we recommend in turn different types of goods marketed under the same brand.*“²³His thoughts confirm the opinions of Brabec and Solar that every advertising activity (promotional or advertising series) has, by definition, „*to have in itself an element that connects all advertisements*“ for the brand. „*Actually, this rule is the key advertising rule in general. It is evident that any more extensive advertising campaign the individual parts of which are absolutely different and incompatible with each other would be useless. On the contrary, every advertising crusade has to be united by a certain component that as the red thread brings all individual advertising tools together into one whole. Moreover, the **underlying elements** of every well-rounded advertising campaign with a chance to succeed are the name, the brand, the slogan and last but not least the colour. This is the basis for every advertisement. When we set up a business, started to manufacture and want to really sell, then we have to define our advertising plan. In addition, the first points of that plan are the concepts aforementioned.*“²⁴

He advises business owners to think carefully about the choice of the name of their business, as a well-chosen name can become a word trademark they can subsequently register as such. „ *We are more likely to go for a (graphic) **trademark** when for any reason we have not decided or could not decide the name of our business or when we make more different types of goods we want not only to differentiate them from similar goods made by competitor but to generally brand as products of one origin in advertising. Therefore, the trademark serves to identification of goods in general and should be a guarantee for its known good quality specifically.*“²⁵ When V. A. Jarolímek defines the originality of a brand, he primarily accentuates the strategy of its use and a high level of creativity in its origin which should make the brand elegant, in good taste and, preferably, explicit and simple, easy to remember and, especially, very different from the competing brand.

7 Price of creativity

It is interesting to compare the cost of creative work for the design and development of brands and trademarks with that of human labour in the 30s of the last century.

Table 1: Average annual wage in some industries in 1935

INDUSTRY	AVERAGE WAGE in Kč
Iron and steel	9 659
Metal-working	7 453

²² For more information, see: JAROLÍMEK, V. A.: *Písemný kurs reklamy a propagandy*. Praha : published at his own expense, 1931.

²³ *Ibidem*, p. II/62.

²⁴ *Ibidem*, p. III/43.

²⁵ *Ibidem*, p. III/47.

Textile	5 882
Clothing	8 047
Shoe/footwear	8 650
Foor processing	5 940

Source: PRŮCHA, V. et al.: *Hospodářské a sociální dějiny Československa 1918-1992*. Brno : Publishing House, 2004, p. 288.

Employees in „higher services“ (white-collars and some categories of clerks and attendants) had average annual salaries ranging from 24 200 Kč in banking to 9 400 Kč in trade. The average annual salary of manual worker in 1932 was 4098 Kč.²⁶ The prices of creative jobs in this line of creative advertising industry are stated in two sources of that time: Jiří Solar and the Czechoslovak Advertising Club (Reklub). Jiří Solar in the Advertising Manual (1938) publishes the data coming out of his own practice in the Advertising Advisory:

Table2: Price list for creative works

Design of the name of a business	10-20 variants – 500-2 000 Kč
Design of the name of a product	400-2 000 Kč
Design of a trademark	5-10 sketches and definitive design - 500-2 000 Kč

Source: SOLAR, J.: *Reklamní příručka*. Praha : J. Solar, 1938, p. 13-14.

Another unique source in this area of historical research is the one but last Yearbook of the Reklub from the year 1947. The Yearbook shows *Guide prices of the section of creative advertising workers*. This price list was not only a valuable source to learn about the advertising practice in the post-war era but also proof of social appreciation for creative work in the advertising profession and at the same time a logical guide for pricing policy of tens of advertising graphic artists - freelancers. The price list for graphic jobs categorizes the following items:

Table 3: Price list for advertising graphic Reklub (The Czechoslovak Advertising Club)

Business standard	Typical graphic solution for a business name– word mark 2 000-10 000 Kčs
Standard product	Typical graphic solution for the name of a product – word mark 1 000-5 000 Kčs
Trademark	Picture and combined for that text 3 000 – 20 000 Kčs
Graphic execution of a slogan	1 000-5 000 Kčs

Source: *The Yearbook of the Reklub 1947*. Praha : Mladá fronta, 1947, p. 69.

Table 4: Price list for copywriting and text-writing Reklub

Design of the name of a business	3 000 - 15 000 Kčs
Design of the name of a product	Word mark – 2 000-10 000 Kčs
Slogan - the main slogan of the company	5 000-25 000 Kčs

Source: *The Yearbook of the Reklub 1947*. Praha : Mladá fronta, 1947, p. 71.

²⁶ PRŮCHA V. et al.: *Hospodářské a sociální dějiny Československa 1918-1992*. Brno : Publishing House Doplněk, 2004, p. 389.

The average monthly salaries in 1947 in the rank of private employees were 4825 Kčs and the wage in manual worker professions was, on average, 3120 Kčs.²⁷

Conclusion

The brand is perceived right from the start of its existence as the symbol of the authorship of the producer of a product and later, as an unambiguously understandable graphic design condensation accepted and taken by the communication practice of subjects operating outside the sphere of manufacturing and trade. In the Czech, advertising theory of the first half of the 20th century it is examined as one of the core identification elements of the origins of a product, as the expression of a certain defined quality and guarantee for the declared use value. Its creation is perceived as a distinctive creative act, in particular, because it combines clear artistic, aesthetic qualities and a clear, not complicated communication allowing decoding the content of the message, its author and the publicly declared guarantee to meet the needs of the user.

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²⁷ PRŮCHA, V. et al.: *Hospodářské a sociální dějiny Československa 1945-1992*. Brno : Publishing House Doplněk, 2009, p. 210.

CZECH FAMILY BUSINESS BRANDS AS A TRADITION BEARER

Naděžda Petrů – Josef Novák

Abstract

Czech family brands and the topic of family entrepreneurship appear more and more frequently before the eyes of both general and professional public on the page of *Hospodářské noviny* (Economic Journal) and *Lidové noviny* (People's Journal), in the magazines *Lobby*, *Moderní řízení* (Modern Management), *Trade News*, on the television screens in the programme *Cesty k úspěchu* (Ways to Success) hosted by Marek Vašut, etc. The scientific objective of this article is to examine the history and the presence of unique Czech brands of family business, and the range of interpretations to their names. The text was elaborated on the basis of general scientific methods, in particular using the comparison method for secondary data of publicly available / published research, case studies, primary quantitative research, deduction and generalization. The findings of this study confirmed the assumption that family businesses/farms that continue a family tradition, present the first and last name of their founders in their name. One of the main objectives of a company facing the need to design a successor strategy is to pass on the family brand and tradition to the incoming generation. The successors are brought up to respect traditions and to share the knowledge that the family brand is one of the most valuable intangible assets held by the family. However, the core of the family brand must rely on an excellent product or service. If properly taken care of, the family brand constitutes a major competitive advantage of the family business over other market players.

Key words:

Family brand. Family business. Family entrepreneurship. Family farm. Tradition.

1 History and presence of family entrepreneurship in the Czech Republic

We consider it essential to first explain the use of the “family entrepreneurship” concept. In professional literature, you can find terms such as family business, family entrepreneurship, family firm, family enterprise, family company. If we were to apply the language used in the applicable legislation in force (new Civil Code – NCC), we would not be allowed to use the term BUSINESS or COMPANY, which were replaced by BUSINESS CORPORATION and FAMILY ENTERPRISE. However, the terms “family business corporation” or “family enterprise” (provisions of Sections 700 et seq.) are not yet used by the general public. Although we are not able to avoid the generally used term “family company” in the text, we understand “family entrepreneurship” to comprise the activities by a family carried out as part of business.¹

It is very difficult to determine the historical period marking the beginning of family entrepreneurship in the Czech Republic; nevertheless, it is possible to state that family businesses were the first form thereof in terms of entrepreneurship.² According to Odehnalová, they date back to the Middle Ages – business carried out by

¹ Section 420 of NCC defines entrepreneurship as a gainful activity carried out independently, on one's own account and responsibility, in the form of a trade or in a similar manner with the intention to do so consistently for profit. FAMILY – pursuant to NCC (Sections 655 et seq.), it includes: spouses, parents, siblings, children, grandchildren, in-laws, grandparents. RELATIVE – a relationship between persons based on consanguinity or adoption. Relatives in direct line – children, grandchildren, parents, grandparents); relatives in collateral line (siblings, aunts, uncles, nieces, nephews) (remark by the authors).

² O'HARA, W. T., MANDEL, P.: *The World's Oldest Family Companies*. [online]. [2016-09-02]. Available at: <<http://www.catedraef.udc.es/subido/Paginas%20simples/pag20080928171545/100empresasfama ntiguas.pdf>>.

aristocratic families – and later also by rich landlords, millers and publicans.³ The term “family company” may evoke the image of a traditional handicraft workshop of a goldsmith, blacksmith, tailor, shoe-maker, painter, butcher, confectioner, etc., the development of which was ensured along the heir line – by passing experience onto the descendants. For instance, the family enterprise Roman Pánek's Kamenosočářství (stone sculpture shop) the history of which dates back to the period of the 17th century guilds is still in business today.

In the Historical Encyclopedia of Czech, Moravian and Silesian businessmen, Myška et al. (2003) compiled a biographical dictionary of figures who dedicated their life to activities in the economic domain – businessmen and business entities belonging to a single family or family line.⁴ The time limit for the historical processing of these data is the middle of the 20th century – the nationalization in the period 1945–1948. They listed many families of industrialists, financiers, wholesalers, big-scale businessmen from all industrial fields who had successfully passed their business over several generations. For instance, the Bartoň family – entrepreneurs in textile industry, Czermack – an industrialist family in engineering, Fiedor (Fidor) – a family of domestic producers and later industrialists in food industry, Grohmann – an industrialist family in dyeing, spinning and mining industries, Kuffner – an industrialist family in sugar, distillery and brewing industries, Pilňáček – an industrialist family in soap boiling and cosmetics, Reich – an industrialist family in glass industry, Weiss – an industrialist family in wood and paper making industries, and many more. An act of nobility was offered for successful businessmen by the Austrian monarchy – everyone who invented something revolutionary, who achieved an extraordinary success or won an award at international exhibitions received from the monarch the Order of the Iron Cross, which gave its bearer the right to obtain a title free of charge (František Ringhoffer, Vojtěch Lanna, Emil Škoda, Josef Šimonek) – all these successfully climbed all the way to the top of the society. Logically, it follows that many owners of family enterprises were referred to as an example of diligence, invention and honesty.⁵

The first World War, followed by the establishment of Czechoslovakia, marked a major turning point in the development of family entrepreneurship. The First Republic brought many economic changes. Private and family business was flourishing not only thanks to the development of small trades. It was during that period that several billionaire business clans were operating in our territory – such as Baťa (footwear), Daněk (engineering), Gutmann (industrial and financial empire), Jelínek (distillery), Křižík (electrical engineering), Moser (glass), Odkolek (bakery), Rothschild (industrialist in the Ostrava region), Podolská (fashion designer), Škoda (engineering plants, steel manufacture), Wanníček (steam engines, sugar factory equipment and turbines), and other. Some owners of family enterprises of that time became the victims of the Nazi atrocities (such as the Jelínek family). Some were able to emigrate; some were, because of their German nationality, displaced after the end of WWII. The businesses of others became the subject of nationalization through the

³ ODEHNALOVÁ, P.: *Přednosti a meze rodinného podnikání*. Brno : Masaryk University in Brno, 2011, p. 32.

⁴ MYŠKA, M. et al.: *Historická encyklopedie podnikatelů Čech, Moravy a Slezska*. Ostrava : Faculty of Arts of the University of Ostrava, 2003, p. 7-8.

⁵ HANÁKOVÁ, D.: Miliardáři první republiky. In *Speciál týdeníku Dotyk*, 2016, p. 14.

presidential decrees of Edvard Beneš of 24 October 1945 or during the second nationalization wave after the communists came to power in 1948. For most owners, the nationalization entailed a tragedy not only from their personal, but also from the economic point of view. By losing their businesses, the families lost both their source of livelihood and their family tradition, which was built by their ancestors for many years, often several generations. Throughout the communist era, it was virtually impossible to establish a private company; socialism caused an interruption in the family business tradition in the Czech Republic.⁶

Family farms doing business in the primary agricultural sector can also be classified as family businesses. After the abolition of serfdom in 1781, agriculture gradually recovered, also with the help of famous aristocratic families that contributed to its development – e.g. the Černín, Schwarzenberg, Lobkowicz, Kinsky, Harrach families, etc.⁷ By Act of 7 September 1848, forced labour was abolished in the Czech lands. As a result, a Czech peasant became the beneficiary owner of the land, grew into a free citizen and could start up agricultural business – most of the time on a family basis. After 1989, the family farms with great success today – such as the Farm of the Děkanovský family, Kuncl mill house with more than 300 years of tradition, the Zapletal family farm with 250 years of history, etc., picked up the family agricultural and growing/breeding tradition and history which was interrupted in 1948 by the collectivization process – expropriation of agricultural production. The modern history of family entrepreneurship has built on the fall of the communist regime in Czechoslovakia in 1989. Market economy which is, unlike the planned economy, highly friendly towards the establishment of private businesses was reintroduced. Assets were returned under the restitution procedure and several privatization cycles took place. The restitution and privatization process allowed the traditional family businesses to return to their initial owners (Petrof – piano manufacture, Vavruška family – KOLI sodas, Kolář family – the corn mill house Mrzkovice, etc.). The first enthusiasm was replaced by disappointment. The returned businesses did not even remotely correspond to the situation before their nationalization. The families lacked the relevant education and skills that would help them with the management of their enterprise, they did not have sufficient finance for revitalization, and they lost both supplier contacts and customer base.⁸ However, there were not with many; consequently, it does not come as a surprise that a large number of family businesses currently expanding both on the Czech market and abroad were established shortly after the Velvet revolution. The 1990's can be considered to mark the new beginning of family entrepreneurship in the Czech Republic.

One generation is considered to amount to approximately 20–30 years of existence of a business⁹. Consequently, it is not difficult to calculate that businesses established after 1989 are now at the verge of being passed on from the first generation to the

⁶ PUKLOVÁ, A.: *Osud rodinných firem u nás*. [online]. [2016-09-02]. Available at: <<http://www.majitefirem.cz/osud-rodinnych-firem-u-nas/>>.

⁷ JINDRA, Z. et al.: *Hospodářský vzestup českých zemí od poloviny 18. století do konce monarchie*. Prague : Charles University in Prague, Karolinum publishing house, 2015, p. 150.

⁸ HESKOVÁ, M., VOJTKO, V.: *Rodinné firmy – zdroj regionálního rozvoje*. Prague : Profess Consulting, 2008, p. 103-105.

⁹ KROŠLÁKOVÁ, M.: *Rodinné podnikanie*. Bratislava : Publishing house Ekonóm, 2013, p. 131.

second one – at the verge of the most difficult period a family business can face. Ing. Naděžda Petrů, a postgraduate student of the Faculty of Economics at the University of West Bohemia in Pilsen, which is currently conducting a survey among family enterprises using the F-PEC scale method as part of the research part of her dissertation (the data have not yet been processed and published), focused one of the identification questions on the year of establishment of the respondents' businesses. Given the total number of 195 respondents from the Czech Republic, this result cannot be seen as representative, but it indicates the reality of the issue – see Diagram 1.

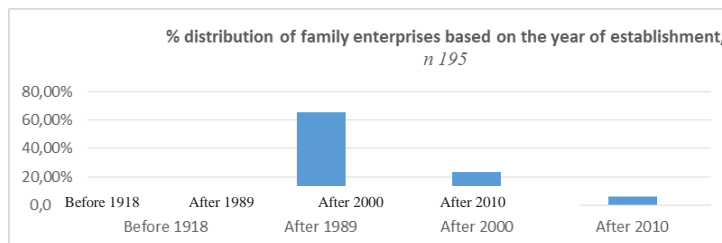


Diagram 1: % distribution of family enterprises based on the year of establishment

Source: Own processing

In addition to these family businesses, specific forms of family enterprises can also be found in the Czech Republic, such as agricultural farms or manors of former aristocratic families returned in restitution. The family farms have positive effects and a direct impact on the municipality and the region where they are located; many times they are among the key employers in the municipality.¹⁰ They contribute to food safety, sustainable management of natural resources and a balanced development of the areas in which they operate. The outputs of the 40th research carried out by the Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic – published under the title “Specificities of family business”¹¹ – present the ways how family entrepreneurship is perceived by the current owners of family businesses. In two out of three cases, it is seen as an advantage for the operation of the business. The main goals of the family enterprises are the following: keep good employees, increase the efficiency of company operation, and **pass on the family brand and tradition to the incoming generation**. A large part of the family businesses expects increasing sales revenues, particularly due to higher demand for traditional or local products.¹²

An attentive reader certainly noted that a number of the enterprises we mentioned in the text above bear their family name in the business trade name – and is, at the

¹⁰ RYDVALOVÁ, P. et al.: *Rodinné podnikání – zdroj rozvoje obcí*. Liberec : Edition of the Faculty of Economics at the Technical University of Liberec, 2015, p. 128.

¹¹ Method of collection: phone enquiry, target group: owners of family businesses with 6 to 249 employees, sample size: 400 respondents, data collection period: April/May 2016, research tool: standardized questionnaire of 16 minutes (remark by the authors).

¹² *Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic: Specifika rodinného podnikání*. [online]. [2016-09-07]. Available at: <http://www.amsz.cz/uploads/dokumenty_2016/TZ/IPSOS_pro_AMSP_Rodinne_firmy_novinari_TIS_K.PDF>.

same time, the brand of the family business. For the family members, this fact is a commitment towards their ancestors, towards the current and the future family, towards customers, suppliers and the general neighbourhood. If the reputation of the enterprise would be damaged, the family name would be damaged as well. Now let's have a look at the brands of Czech family businesses which are, at the same time, bearers of family tradition and build a customer bond.

2 Czech family business brands as a family tradition bearer

The common practice documented by many surveys and research proves that a family brand, reflecting the history of the family business, family values, the quality of the products/services offered, helpful communication, customer service and emotional relationship, constitutes one of the greatest customer bonds – namely very close ties of the family members, customers and suppliers with the family business.¹³ Traditional family enterprises, which survived several generations are perceived as successful by the general public and represent a guarantee of good-quality communication, innovated high-quality products/services and long-term operation. An identical family brand can be considered to provide a sustainable competitive advantage. “When you need to decide which “image” you want to create for your brand, bear in mind: image means distinctiveness.”¹⁴ The image and identity of a family brand is determined by the specific face of the founder(s) (evokes their diligence and experience) and their successors, tells a story, shapes the specific values recognized by the enterprise, the locations or field, as appropriate, where the enterprise does business.¹⁵ The ties between the past and the present are important for the family members, customers, employees as well as for the general public in order to ensure differentiation of and build trust in the family brand.¹⁶ Family brand is one of the most valuable intangible assets held by the family; however, the core thereof must rely on an excellent product or service.

Brands identify the origin or manufacturer of products, allow the consumers to attribute responsibility for their quality to a specific family business¹⁷ and, at the same time, provide the possibility of market differentiation,¹⁸ thus interconnecting marketing with management¹⁹ in the modern interpretation of both topics.²⁰ This (among other) increases the efficiency of entrepreneurship.²¹ Using the snowball

¹³ KAŠÍK, M., HAVLÍČEK, K.: *Marketing při utváření podnikové strategie*. Prague : University of Finance and Administration, 2015, p. 81.

¹⁴ OGILVY, D.: *O reklamě*. Prague : Management Press, 1996, p. 14.

¹⁵ AAKER, A. D.: Measuring Brand Equity Across Products and Markets. In *California Management Review*, 1996, Vol. 38, No. 3, p. 104.

¹⁶ GRAYSON, K., MARTINEC, R.: Consumer Perceptions of Iconicity and Indexicality and Their Influence on Assessments of Authentic Market Offerings. In *Journal of Consumer Research*, 2004, Vol. 31, No. 2, p. 298.

¹⁷ KOTLER, P., KELLER, K. L.: *Marketing management*. Prague : Grada Publishing, a.s., 2013, p. 280.

¹⁸ KUPEC, V.: Marketing a ochranná známka. In MATUŠ, J., ČÁBYOVÁ, L. (eds.): *Nové trendy v marketingové komunikaci*. Trnava : FMK UCM in Trnava, 2009, p. 185.

¹⁹ MATUŠ, J. et al.: *Marketing – základy a nástroje*. Trnava : FMK UCM in Trnava, 2008, p. 32.

²⁰ MATUŠ, J. et al.: Innovation in Marketing – Marketing Innovation. In *European Journal of Science and Theology*, 2015, Vol. 11, No. 6, p. 148.

²¹ KUPEC, V.: *Marketingový výzkum ve vybraných procesech řízení banky*. Trnava : UCM in Trnava, 2014, p. 35.

method – obtaining new contacts based on the process of gradual nomination by persons who are already included in the sample – the authors drawn up a list of 247 family businesses.²² The objective of the survey was to develop a range of interpretations of a brand in a business name based on a comparison of family business/farm names. The assumption was that family businesses/farms that continue a family tradition, present the first and last name of their founders in their **trade name**. The authors came to the conclusion that the nomenclature of Czech family brands can be interpreted as follows:

- Where the family name is included in the trade name of the business, we refer to it as the so-called individual brand.²³ As an example, we can mention the family enterprises Pleva (producer of honey products), Flosman (wholesale and retail trade in foodstuffs), Hrdlička (geodesy), Matějovský (manufacture of bedlinen), Beznoska (implants, operating instruments), etc.
- In the business trade name, the family name of the founder is – upon a generation change – supplemented with information about joint participation of the successors – e.g. Podzimek, Podzimek and sons, in the future possibly Podzimek and grandsons (construction company), Herrmann, Herrmann & sons (publishing house), Sup, Sup and sons (wholesale trade in meat), etc.
- The business trade name represents the family name, generation and year of establishment – e.g. HOCH AND SONS 1899, s.r.o. (the Hoch family – production of “turnkey” advertising).
- The business trade name includes the family name of the founder accompanied with the line of business – such as Mach drůbež (poultry) (chicken hatchery), Cork Janosa (manufacture of cork stoppers), Dvořák – svahové sekačky (slope lawn mowers) (manufacture of machines and equipment for certain economic sectors), Elektrocentrum Skuhrovec (specialized retail trade), Hanák nábytek (furniture) (manufacture and sale of kitchens, luxury interior doors, built-in wardrobes and dressing rooms, living room wall units, bedroom furniture, tables and customized furniture), etc.
- In the business trade name, the founder’s family name is supplemented with name, location or possibly also line of business – Blažek Prague (production and sale of men’s clothing), Horáková benátecká sodovkárna (production of non-alcoholic beverages), Jan Pulíček goat farm Pěnčín (agricultural production), etc.
- The business trade name includes the location and line of business – Agrostroj Pelhřimov (Stokláskovi – manufacturer of agricultural machinery), Auto Jarov (Fojtškovi – car sale and service, motorcycle technology, accessories and parts), České vinařství Chrámce (Váňovi – wine makers), etc.
- The business trade name includes a fictional word, a word based on a compounds of two or more words, the so-called blend (Intel – Integrated Eletronics, Aldi – Albrecht Discount), which – as an artificial word – does not have any specific meaning, or evokes a certain feeling due to its similarity, abbreviations, acronyms or words as an abbreviation of the first letters of names of family members (MARADAN – Max, Radka, Dan, Naďa) Among

²² An extensive quantitative research of Czech family businesses is prevented by their official untraceability (absence of a legislative framework and of statistics produced by the Czech Statistical Office) (remark by the authors).

²³ HESKOVÁ, M.: *Brand management. Značka jako nehmotné aktivum firmy*. Mladá Boleslav : Škoda Auto a.s. University, 2008, p. 7.

Czech enterprises, we can mention Zelos (the Vaňkát family – publican, accommodation, company catering), Vavi (the Vávra family – customized shirt manufacturer), LIKO-S (the Musil family – manufacture and installation of halls), etc.

- The business trade name includes a product brand – e.g. Crocodile (the Cichoň family – production of baguettes and sandwiches).

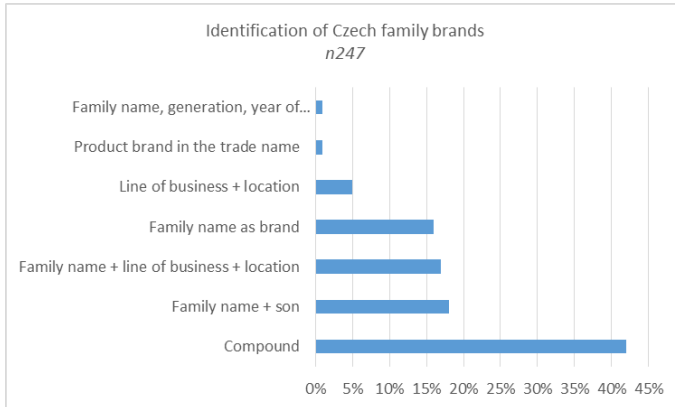


Diagram 2: Identification of Czech family brands

Source: Own processing

The above diagram implies that 51% of the respondents have the family name, associated with general recognition, included in their business trade name. Although not based on a representative sample of respondents, we can confirm that family businesses/farms that continue a family tradition, present the first and last name of their founders in their name. First names and family names are usually easy to memorize, difficult to imitate and remind the consumers that there is a specific person behind the product – which in turn affects customer loyalty. In literature, we can find reference to the so-called Ibn Chaldún’s law of four dynasties. As early as in the 14th century, when researching history, this Arab scholar noticed that the prestige of a family stops after four generations. The person who made one family famous knows how much efforts it has cost them to win such success and, therefore, maintains the founding principles. The son coming after that person has a personal contact with the father and learns all these things from him. However, he is already less mindful. The third generation learns by copying and by relying on tradition. The fourth generation loses these properties and does not cherish anything as much. Does it make sense in the long run to include the founder’s family name in the trade name and brand? After several generations, there is no longer any relationship to tradition or family brand, which often results in the extinction of the brand and dissolution of the business or, in a better case scenario, in its acquisition by another company and rebranding. In such situation, however, rebranding is perhaps better than letting “strangers” take over the family name perceived as family silverware (in whatever way).²⁴

²⁴ VRBÍK, Z.: Rodina značek a rodinná značka. In *Strategie*, 2009, Vol. 16, No. 19, p. 32.

The history of family businesses since the very start of family entrepreneurship until today has not yet been mapped down by the historians in the Czech Republic. We do not know the exact numbers, sizes or lines of business of family enterprises. Nevertheless, there are known examples of good practice in family businesses which have been in existence for four and more generations. Let's have a closer look at some of them.

2.1 Case study – the Petrof family business brand

The company PETROF is a traditional and currently the largest manufacturer of pianos and upright pianos in Europe. The Petrof brand came into existence during the Austrian-Hungarian Monarchy period after Antonín Petrof returned from visiting his uncle in Vienna. He was inspired by work in his small piano factory and wanted to build his own piano. In 1864 he built the first four pianos and established a company. Twenty six years later, the instruments of Czech origin were exported worldwide. He built his success on honest manual labour, careful choice of materials, experienced craftsmen and innovation.

Perhaps every one from the Petrof family had to face some fatal adversity. At the start of the 20th century, they were hit by the economic crisis, later followed by the Second World War, nationalization by communists, and lengthy privatization after the Velvet revolution. Following the privatization, the family was heavily indebted. It had to repay roughly 250 million crowns, because only 4 percent of the business was returned by the National Property Fund to the family descendants in restitution and the rest had to be bought back by them. Ms. Petrofová refused to sign a document for the banks stating that, in case of a failure to meet the very strict conditions, the family could lose the factory from one day to another. Instead, she started with cost cuts and unpopular measures. Two hundred out of the one thousand employees remained, the management was replaced and the company focused more on the eastern markets. It survived and makes profits again today, also in the Chinese market for instance. As regards the PETROF enterprise, the Chinese customers are particularly impressed by the historically embedded brands, tradition and family management which is passed on from generation to generation. The sixth Petrof generation has two candidates. The twenty-four year old daughter administers the Facebook site and the six-year old son examines all components inside a piano, consisting of seven thousand parts. "Once he learned his signature, the first word he wrote was Petrof," said the mother.²⁵

"It is my honour to continue in the tradition of manufacturing excellent upright pianos and pianos, which was started by my great great-grandfather more than 150 years ago. In PETROF, we work very hard to make sure that our instruments bring great joy and pleasure to the pianists and make the hearts of music fans around the world vibrate due to their romantic and cultivated sound" – as Mgr. Zuzana Ceralová Petrofová, the

²⁵ Idnes.cz: Příběhy českých značek: Pianina i bedny na granáty. Pohnutý život Petrofu. [online]. [2016-09-20]. Available at: <http://ekonomika.idnes.cz/pribeh-firmy-petrof-04x-ekoakcie.aspx?c=A160121_181850_ekoakcie_fih>.

President of the PETROF Group and the 2014 Manager of the Year, wrote on the company website.²⁶

2.2 Case study – the Belda & Co. family business brand (Belda Factory)

The tradition of the family business Belda & Co. dates back to the beginning of the 20th century in the United States. In 1915, Ladislav Belda established a company in New York under the name Czechoslovak Bead Co. After the First World War, he stayed in Czechoslovakia and established the company Belda & Co. in Turnov in 1922. This company was expanding in the fields of imitation jewellery and silver jewels until 1948 when it was nationalized by the communist regime. Ladislav Belda died in 1959. His son Jiří Belda (1932) continued in the craft tradition while studying at the Secondary Arts and Crafts School in Turnov where he produced many major works of art together with his colleagues, the most important one being a copy of the Czech crown jewels. After the fall of the communism in 1989, Jiří Belda and his son, also Jiří, a graduate of the Academy of Arts, Architecture and Design in Prague, revived the company Belda & Co. Today, they produce mainly golden and silver design jewels and small metal objects. Viktorie Beldová (born in 1987) represents the youngest creative generation building on the family tradition. She studied product design at the Academy of Arts, Architecture and Design in Prague and gained experience also during her six-months placement at the Polytechnic University of Milan. Consequently, she is the first designed in the family, which gives her space to seek new forms and craft innovations.

The current products offered by the company distinctly show timelessness as well as perfect details which make use of the craft know-how that hardly anybody possesses nowadays. *“Similarly to everything around us, jewels are also subject to continuous development. This is supported by new technology, materials as well as fashion trends. Naturally, every designer and manufacturer responds in their own way to these circumstances. Our jewels maintain the modern design while preserving the conventional craft. As a result, the Belda brand is a synonym for tradition as well as responsibility, which is also documented by the fact that all our jewels are made in such a way so as to allow their refurbishment in the original condition, similarly to good-quality English shoes,”* says Jiří Belda Jr.²⁷

2.3 Case study – the Kuncl mill house farm

The three-hundred years old manor of the Kuncl family in central Vltava (Moldau) region is a magic place in the middle of woods and grassland. The first written records of its existence imply that the operation of the mill house under the authority of the nearby farm in Skrýšov dates back to 1713. The Kuncl family which lives and runs a business here, is connected to it in female tail since the second half of the 18th century and in male tail since 1919. At that time, František, the great-grandfather of the current young farmer Petr Kuncl, married into the family. He mainly engaged in

²⁶ CERALOVÁ-PETROFOVÁ, Z.: *Slovo prezidentky*. [online]. [2016-09-20]. Available at: <<http://www.petrof.cz/prodej-a-servis.html>>.

²⁷ KRYNEK, O.: *Belda slaví 100 let výstavou retrospektivních šperků*. [online]. [2016-09-15]. Available at: <<http://www.designmagazin.cz/udalosti/58669-belda-slavi-100-let-retrospektivni-vystavou-sperku.html>>.

agriculture and left the operation of the mill house to the chief miller. During his presence, in particular, the economic background of the farm was significantly meliorated. His son, who was a miller apprentice and took over the farm in 1947, did not keep the miller trade in operation. For five years, he was farming over 24 hectares of land which belonged to the mill house. After that, the farm buildings, machines and all inventory were taken over by the farm cooperative Drážkov. Following a gradual degradation of the dam by flood flows, the water fully stopped running through the mill race-way, and the race, the pond and the basin started to overgrow with wood species and reeds...

The decision of the Mr. and Mrs. Kuncl at the beginning of the 1990's to start up a private farm was an important milestone in the modern history. Immediately since the start, the Kuncl mill house became a place for many various activities. In addition to farming, which then mainly consisted in the maintenance of the land returned in restitution and the breeding of a smaller Hereford cattle herd for meat, the Kuncl family focused on agritourism. Two years ago, the family put into operation a carcass cutting room and an ageing chamber directly at the farm, based on a long-term demand from their current customers. The interest in high-quality organic beef meat is still growing; it is sold from the farm in the form of small crates or vacuum packed in individual packages. Given that the young farmer is a hotel school graduate, the future offers the possibility of further extension of the services offered in the Kuncl mill house. The family has already prepared a project to reconstruct and redesign a part of the manor into a pension and a small restaurant. The implementation of the project could thus be another step in the development of diverse business activities on the farm. The Kuncl family won the first prize in the 2015 Farm of the Year contest.²⁸

Based on the case studies described above, it is possible to draw the following general conclusion. In family businesses, in which the owners were raised by their parents and in which the parents pass their experience on to the children, respect and devotion to the family brand is one of the stable, fundamental values. With every generation and every family member investing their individual personal skills, knowledge and experience, they build a solid basis for a further development of the family brand in the future. Both customers and the general public will recognize the integrity, helpful communication and customer service, quality and innovation, excellence, creativity, business spirit, tradition, responsibility, etc., a will repeatedly return to the family business with trust.²⁹

Conclusion

The business trade name and the brand represented by first name and family name play an important role in the life of a family business. In the world, entrepreneur families with a long history establish practically museums of family entrepreneurship which serve as an illustrative aid in the process of raising

²⁸ Association of Private Farming of the Czech Republic. *Soutěž o rodinnou farmu roku*. [online]. [2016-09-15]. Available at: <<http://www.asz.cz/cs/soutez-o-farmu-roku/>>.

²⁹ PETRŮ, N., JAKUBÍKOVÁ, D.: The Management of Succession strategy – Intergenerational Challenge. In *AD ALTA: Journal of Interdisciplinary Research*, 2015, Vol. 5, No. 2, p. 73.

successors. They can include a gallery portraying all family members who were involved in the development of the family brand or the historical factory technology which made it possible for the family business to be innovative and progressive at a certain point in time. As good as all of us are familiar with the idiom “Golden Czech hands”, which has accompanied our ancestors for many generations. It contains respect for the handicraft skills of our compatriots, often members of craft family businesses. Also the saying “Czech brand – shiny family silverware” is related to the brands of family enterprises or the brands of their products. They are often more valuable than the rest of the enterprise. It is sufficient to say their name and everybody immediately recalls their products or services. And not only that. Most people also know the story associated with the businesses. Those are the most valuable Czech brands. We have presented a few of them in our paper. We hope to have inspired the academic community – historians, marketers, sociologists, etc. to focus their attention on examining the aspects of family entrepreneurship.

Acknowledgement: We would like to thank to the entire team of professor Jáč from the Technical University of Liberec, who gave his consent to the drafting of this article as part of the TA ČR TD03000035 project.

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EMPLOYER BRANDING OF THE COMPANIES AND ITS IMPACT ON UNIVERSITY STUDENTS – TRENDS RESEARCH IN SLOVAKIA AND CHINA

Jana Plchová – Alexandra Turáková

Abstract

The aim of the article is to identify and evaluate the benefits of building good employer branding for companies and the strategic trends that are reflected in this field. A factor which significantly changes the customary building tools of employer branding today is tremendous growth of social networks, and significant growth of new mobile applications that are commonly used for communication in a segment of potential new employees - students. We used the methods of primary and secondary research. The primary research was conducted by standard questionnaire method on a sample of 52 university students in Shanghai, China and 120 students of the Slovak Technical University in Bratislava. The goal was to find out what type of information are students seeking on social networks about the potential employer and what factors are important for the students to make decisions in choosing their employer.

Key words:

Corporate culture. Employer branding. Talent management.

1 Theoretical insight into the challenges of the Employer Branding

The basic objective of any company is to succeed in the market. Companies are naturally trying to achieve a growth which allows them to gain their continued existence and development. Therefore, many companies invest substantial funds into an equipment or technology in order to evaluate them as much as possible. However, the outcome of these investments is often as significant as expected. On how effective will be the technical investments turn into a growth is highly dependent on employees themselves. From them, respectively from their relationship to the company, to their work and even to themselves determines the success of the enterprise as a whole. Corporate culture of an enterprise clearly determines the strength and appeal of the company and its brand as a potential employer. Employer branding is in the current competitive environment, seen by organizations as a valuable asset and a key success factor and represents a significant tool for strategic management of human resources.¹

So organizations can identify the labour market situation in a given field and to awake the interest of potential candidates. On the other hand, this method can also increase the loyalty of current employees to the company and convince especially the talented and demanded employees in the labour market to stay in the organization. This is important for large corporations but also for small and medium-sized enterprises.² The current situation on the labour market in Slovakia is characterized, on the one hand by high unemployment, but at the same time a small Slovak market

¹ LOVE, L. F., SINGH, P.: Workplace Branding: Leveraging Human Resources Management Practices for Competitive Advantage Through "Best Employer Surveys". In *Journal of Business and Psychology*, 2011, Vol. 26, No. 2, p. 175.

² ŠUBERTOŤOVÁ, E.: Vzdelávanie budúcich podnikateľov ako nevyhnutná súčasť ich úspešnosti. In *Výchova k podnikateľstvu v SR. Zborník vedeckých statí*. Bratislava : Vydavateľstvo Ekonóm, 2014, p. 63.

is still lacking qualified employees.³ The fight for talent on the labour market sharpens and therefore it is essential that organizations not only focus on brand building of their own products and services, but also to the employer branding. In the recent years employers have to fight for qualified employees and spend considerable funds on advertising, for example: participate in job fairs or to compare competitor offers in regards to the payments, salary ranges as well as offer of other benefits.⁴ The aim of the employer branding is a systematic development of employer brand through improving the financial, economic and psychological factors that increase the likelihood that the company will awake the interest of the right candidates.⁵

Employer branding coming from within the organization with consistent content and authenticity can be the most powerful tool that an organization can use to create a relationship with its current and potential employees and their bound them tightly.⁶ Quality of employer branding can pay off for the organization for example in the form of faster recruitment, in its lower cost, or can increase involvement of current employees. Another advantage a high quality employer branding may be a maintaining of the key / talented people. Organization can in this way became the so called 'Employer of first choice ". This may have consequences directly linked with the growth of the competitiveness of the organization.⁷ In order to build a good employer branding the enterprises have to respond to the current trends in communication in regards to their target segments. Renowned expert in this field, Brett Minchington⁸ points out the need to monitor the effect of the company presentation, its activities and products in the digital world and focus on constant improvement of the employer branding. By implementation of the employer branding is important to use the appropriate media to share information about the company, its products, activities and so on. Global Recruiting Trends (2016) published a report that highlights the growing tendency in usage of the social and professional networking websites (Chart 1).

³ KAJANOVÁ, J.: Podpora zamestnanosti v kontexte regionálneho rozvoja. In *Hradecké ekonomické dny 2015. Conference Proceedings*. Hradec Králové : Gaudeamus, 2015, p. 378.

⁴ FOLPRECHT, M., DĚDKOVÁ, J.: The Competitiveness and Competitive Strategies of Companies in the Czech Part of Euroregion Nisa. In *The 11th International Conference Liberec Economic Forum 2013. Conference Proceedings*. Liberec : Technická univerzita v Liberci, 2013, p. 115.

⁵ For more information, see: HEERY, E., NOON. M.: *A Dictionary of Human Resource Management*. 2nd Edition. Oxford : Oxford University Press, 2008.

⁶ SMOLOVÁ, H., URBANCOVÁ, H.: Budování značky zaměstnavatele. In *Ekonomické listy*, 2014, Vol. 5, No. 3, p. 36.

⁷ MINCHINGTON, B.: *Your employer brand. Attract, engage, retain*. Torrensville : Collective learning Australia, 2006, p. 232.

⁸ MINCHINGTON, B.: *Recruiting Intelligence: 15 Employer Branding Best Practices You Need to Know*. [online]. [2016-02-15]. Available at: <<http://www.ere-media.com/ere/15-employer-branding-best-practices-you-need-to-know/>>.

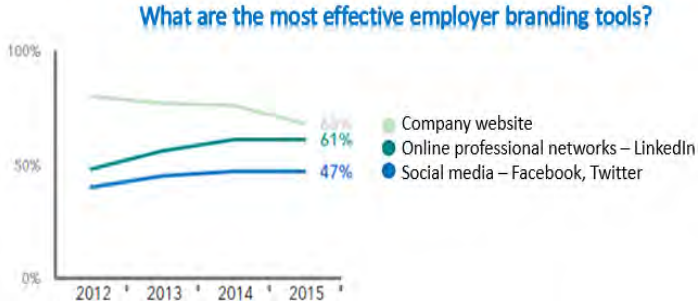


Chart 1: Web medium suitable for employer branding

Source: *Global Recruiting Trends 2016*. [online]. [2016-02-29]. Available at: <https://business.linkedin.com/content/dam/business/talentsolutions/global/en_uc/pdfs/GRT16_GlobalRecruiting_100815.pdf>.

From the graph above we can confirm the downward trend of companies to use for the employer branding their own website. Enterprises of course still use their business websites, but at the same time they increase the cooperation with professional networks to achieve in this area more effective results. Global Recruiting Trends⁹ published the research results in the field of employer branding. The analysis, which took place at the global level has shown that over the last two years the employer branding has changed its position and in the company strategic goals is ranked among the goals with highest priority. Also the businesses spending in this area has increased substantially. The result is that companies are developing more and more pro-active implementation strategy, employer branding by using the online networks and social media. The following chart (Global Recruiting Trends, 2016) highlights the fact that businesses are investing in employer branding more and more resources. This activity is used to publicize the company and build for the company reputation under the motto "the best place to work".



Chart 2: Importance of employer branding for business

Source: *Global Recruiting Trends 2016*. [online]. [2016-02-29]. Available at: <https://business.linkedin.com/content/dam/business/talentsolutions/global/en_uc/pdfs/GRT16_GlobalRecruiting_100815.pdf>.

⁹ *Global Recruiting Trends 2016*. [online]. [2016-02-29]. Available at: <https://business.linkedin.com/content/dam/business/talentsolutions/global/en_us/c/pdfs/GRT16_GlobalRecruiting_100815.pdf>.

Employer branding becomes part of the strategic priorities of the company. Enterprises realize that the world has changed and the market is affected by many factors that affect the decision making process in choosing not only the product but also the job selection. The ability to attract and retain key employees is one of the key factors in the success of any organization. Each organization must have a vested interest to get and retain talented individuals who are willing and able to use their talents in developing businesses and building its unique position in the market. In order to increase its attractiveness in the labour market, the organization may promote active employer branding. In direct connection with the building of employer branding, and creating a positive and supportive working environment in the company is also developing a culture of talent encouragement and support.¹⁰

2 Objectives and Methodology

The goal of this article is to identify and evaluate the benefits for companies from building a good employer branding and to evaluate strategic trends that are observed in this area and to use this knowledge in the implementation of direct research. The research was conducted on a sample of university students in Shanghai, China and the Slovak Technical University in Bratislava, where the authors of this article are working. The goal was to find out:

1. What information students are searching in the internet about their potential employers,
2. What factors are important for the students to make decisions in choosing an employer,
3. How students in different countries use specific mobile applications designed for jobseekers.

In pursuing the objectives of this article were used methods of secondary and primary research. Supporting information and data for secondary research, we draw from the available print and electronic resources dealing with the topic of corporate culture, employer branding and talent management. The primary research was conducted by using the standard questionnaire method. Research in China was conducted on a sample of 52 university students, the respondents were men and women. Response rate was 100%. All respondents study in China and the questionnaire took place in Shanghai. In Slovakia, the direct research was conducted on a sample of 120 students of the Faculty of Chemical and Food Technology STU in Bratislava, respondents were again men and women. Response rate was 100%. Both questionnaires were conducted in parallel in the first half of the year 2016. All materials and collected data were subsequently analysed and evaluated. By processing were used general methods of scientific work, such as abstraction, induction, deduction, analysis, synthesis, as well as standard statistical methods.

¹⁰ SIRKOVA, M., ALI, T. V., FERENCOVA, M.: Talent management: focus on Slovak enterprises. In *Economic Annals-XXI*, 2015, Vol. 14, No. 1-2(1), p. 41.

3 Results and discussion

By examining the trends of employer branding in China, it is necessary to draw attention to the fact that in this country internet users have limited access to traditional internet resources which are commonly used throughout the world. Some services are entirely blocked in China, and China prefers its own, home networks. There is limited access to LinkedIn, Facebook, and Google, and therefore the Chinese use for internet communication and information sharing WeChat, and Baidu for search information. In terms of internet usage is China very mature and connection to the internet is usually possible in most public places.

3.1 Finding information about the enterprises in the digital world

The first part of the research was targeted to detect the content which the students are searching on the internet by looking for a potential employer. The research results are shown in chart 3.

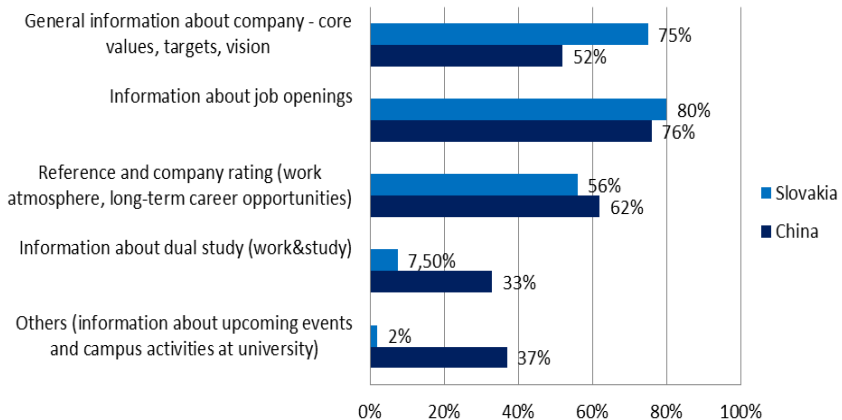


Chart 3: Search on social networks in Slovakia and China

Source: Own processing, 2016

Based on these results we can conclude that students also in China and in Slovakia pay attention utmost to the job description (80% of respondents in Slovakia, 76% in China). As seen from the results of the survey, basic information about the company, its aims, values and vision are particularly important for the Slovak students (75% of respondents in Slovakia, 52% in China). Compared to the business website, students have the opportunity to get on social networks references about the given employers, ranking and comparison of different companies and evaluation of the end users. For students from both countries are further important information about the work atmosphere and opportunities for further training and career development in the enterprises.

In China, unlike Slovakia, it is common for the company in the context of employer branding often present their activities and products directly at the university campus. The difference in this approach is also apparent from the survey results. While 37 % of Chinese students are searching on social networks information about such activities, by Slovak students is it only 2 %, as they do not have great experience with similar activities of the enterprises. The research strikes out the significant difference in the number of students, who are seeking information about the dual education (the possibilities of combining university studies with experience in the company) in the social media. According to the survey looks for this information 33% of Chinese students and only 7.5% of Slovak students. Several Slovak students in comments to the survey input, that their study at the university did not prepare them adequately for the labour market or for another business. They require more study on professional practice and more opportunities for cooperation with companies in solving their real problems.

The second part of the research looked at the use of mobile phones, which in today's world have become the most widespread medium for information transfer. Phone functions are no longer limited to making calls and sending text messages. Users commonly used mobile internet access and the possibility to install various mobile phone applications. These applications enable users for example: mail, share pictures, videos, opinions, or find relevant information. Many Chinese companies have registered this trend and use WeChat in the implementation of employer branding. The fact that this is a very strong trend is confirmed by the results of our survey in China, where we examined how students in China are using a mobile phone. (Chart. 4)

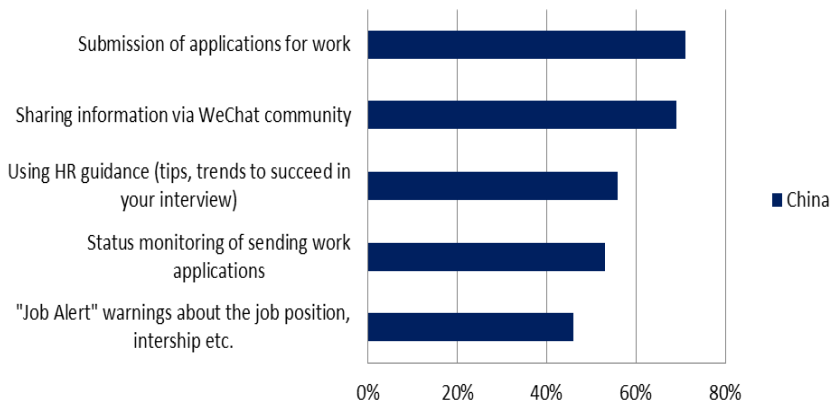


Chart 4: Using a mobile phone in China

Source: Own processing, 2016

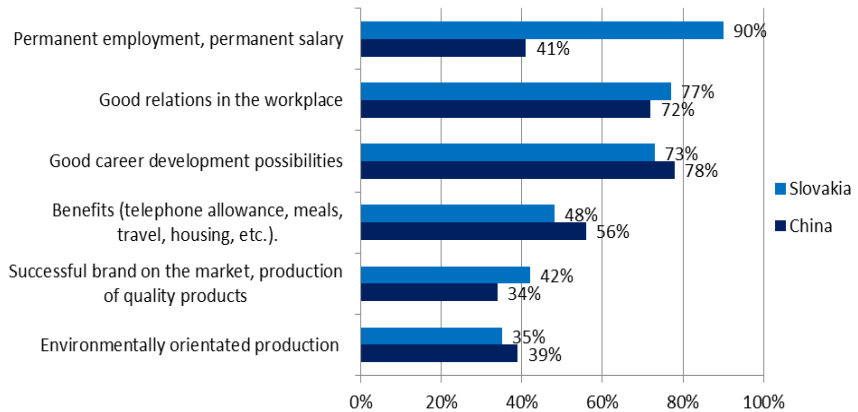
From the survey can be seen, that almost 70% of students in China use by working with their mobile phone WeChat community. Mobile applications offer the possibility of sending directly a job applications. According our survey is this possibility of mobile job application used by 71% of students. This method of mobile application is

used by many companies as an alternative to the traditional method of sending applications where the applicant has to fill in the registration form and send all annexes as CV, cover letter, and so on in computerized form. Students in China have been using the combined method of submitting applications, where they have to fill out a basic form and many attachments such as a cover letter can be written by hand, shot and uploaded as an attachment. This saves according students a lot of time, as they have the ability to send all the necessary documents for example on the way home while traveling by subway.

For the Chinese it is characteristic that they love unconventional ways and new things especially if it's combined with the technology, thought this flexibility of the company helps build brand awareness and results in major interest of students to share information about the enterprise. 56% of survey respondents also indicated that they use job search and HR navigation, providing free tips on how to succeed in the interview. Some applications provide online "games" with which you can train your right, appropriate responses even before the interview. In contrast to the results from China are the results of a similar survey on a sample of Slovak students, of which only 30% have a job search experience by using special mobile applications designed for iPhone or Android. While most reported only knowledge and use of information about job offers on the portal Profesia.sk. Experience with the use of special mobile application for Facebook (Grafton Jobs, Manpower) was pointed only by one respondent from the whole sample.

3.2 Factors affecting the job search and selection

Another part of the research aimed to investigate the factors that influence the students from both countries by the job finding and choosing an employer. The results of this research are shown in Graph 5.



Graph 5: Factors influencing the search and selection of employers in Slovakia and China
 Source: Own processing, 2016

Based on the survey results we can conclude that for the Slovak students is the most important factor by choosing an employer permanent employment and permanent income (90% of respondents). It should be pointed out that the factor of permanent employment and steady income is important only for 41% of Chinese students, which is less than half compared to the result in Slovakia. For students in China is the most important factor the possibility of career development (78% of respondents). Good relations in the workplace and good working atmosphere is of great importance for Slovak and Chinese students. Young people realize that the time spent at work greatly affects the quality of their private lives, and therefore they gave this factor a great importance. (77% of respondents in Slovakia, 72% of respondents in China). Only about for one-third of the students from Slovakia and China are important activities in the environmental field and the quality of its production. Interestingly, according to the results environmental awareness of the company is playing greater role for Chinese than Slovakian students.

Conclusion

In line with the objectives of this article it can be said, that employer branding is a modern trend, that is gaining an importance for the companies. The main reason is the growing shortage of quality candidates in the labour market, what is forcing firm to innovate recruitment systems for future employees. Employer branding is becoming a necessity for all companies in terms of differentiation from the other competitors through their culture, values and environment. The main objective of employer branding is to awake an interest of new talents and to inspire and retain current staff. The results of our research confirms that the most important trend which significantly changes the used tools for building the employer branding is an tremendous growth of social networks and still growing use of mobile applications, that are commonly used for communication in a segment of new potential employees - current students.

From the comparison of survey results in Slovakia and China can be said that in China there is more elaborated system by which businesses can reach talented students directly to the university grounds and give them the opportunity to actively cooperate with the company during their studies. On the other hand in Slovakia, the dual system of education, which is a combination of theoretical knowledge with practice, is put into practice again after a long period. While by the employers as well as the students themselves are heard still clearer voices for better interconnection between practice and education. In the view of the authors of this article it is a systemic problem Slovak education system that can be handled only by the improvement of communication and better coordination of the Ministry of Education, businesses and universities. The survey further showed that despite the wide spread use of internet in Slovakia and China, the students in Slovakia are behind their peers in China in terms of the use of special mobile applications designed for jobseekers. Solution can be found in the introduction of high-quality career guidance for students leaving university grades in which students should be able to get a lot of the necessary information that would help them more effectively to find their way in the labour market.

The most alarming result of our survey is a striking out the difference between the factors that students in both countries prefer when choosing an employer. While for 90% of Slovak students is a priority by the job search to obtain permanent employment and permanent income, this factor is important only for 41% of students in China. Chinese students mentioned as the most important factor by the job search information on career opportunities in the company. In our view, this result corresponds to the general setting of the education system in Slovakia which is bringing up employees for whom the most important factor is the security and as they are not sufficiently supported during their studies to use their creativity, entrepreneurship and risk-taking in order to exploit fully their potential.

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BRAND BUILDING OF A UNIVERSITY THROUGH UNIVERSITY CULTURE

Mária Rostáňová – Ivana Dudová

Abstract

Customers behavior patterns of companies of any type and activities that are easily legible for a company are increasingly linked to a greater transparency of the actual behavior of companies from the perspective of customers as well as company employees. Therefore, companies try to bring the values of corporate culture into accordance with a brand promise. The priorities are not only the products that companies offer, but they still devote more time to clarify the company's mission and values of its culture of quality and so they try to get to a new level of social intelligence and self-awareness. The contribution aims to introduce an important aspect of building a strong brand which is the fulfillment of values of corporate culture. At the same time the authors of the contribution want to apply the best practices of building a brand towards the conditions of universities, despite the fact that the attention has not always been paid to building a brand in this environment. Research in conditions of a particular university pointed out to interesting facts and justification of solution of this problem in terms of universities and institutions operating in the market of educational services.

Key words:

Brand. Corporate culture. Quality. University. Values of culture at university.

1 Introduction – theoretical input into the problem

Marketing experts' opinions on the topic of branding are diametrically different. In the age of internet and individual customer requirements there are two sides of opinions connected with building a strong brand and supporting a company image. On one side there is a claim that there is no point in building a brand nowadays. On the other side there appears a conviction that building a brand is nowadays more important than ever and it is an essential investment in the future of a company. Building a strong brand does not mean only the creation of effective and costly logo or launching an attractive communication and image campaigns. It is a much more complex process and it should also include other elements that are based in sophisticated formulation of attractive mission, vision and values of a quality culture in company.^{1,2,3}

In the original definition of the American Marketing Association (AMA) a brand represents (according to AMA equally the term „brand“) a name, symbol, term, design or combination of these elements that identify the products of a specific company and distinguish it from competitors.⁴ However, it is obvious that a brand represents a much more than the actual product. It also includes the environment, communication as well as the attitudes and behavior of its employees in the internal

¹ For more information, see: WOODS, J. et al.: *The six values of quality culture. The quality Yearbook*. Madison : CWL Publishing Enterprises, 1998.

² KLAMING, G.: *The changing role of brands in the age of empowered consumers*. [online]. [2016-09-01]. Available at: <http://www.markenlexikon.com/d_texte/klamling_changing_role_of_brands_2006.pdf>.

³ ROTH, K. P., DIAMANTOPOULOS, A., MONTESINOS, A.: Home Country Image, Country Brand Equity and Consumers' Product Preferences: An Empirical Study. In *Management International Review*, 2008, Vol. 48, No. 5, p. 577-602.

⁴ *American Marketing Association Dictionary*. [online]. [2016-09-10]. Available at: <http://www.marketingpower.com/_layouts/dictionary.aspx?dLetter=B>.

environment of a company. In a company it appears to be extremely important to speak the same language, use consistent strategy and tactics which underline the desired brand perception in all company communication with the public. There is no doubt that a brand with which the customers associate with the right values acts as a motivator inside a company and it also has a significant effect on employees. Especially people working in services have to trust in their brand, understand and respect its purposes, aim and values because they are the direct representatives of a brand.^{5,6} In the past brands were the symbol of stability and they guaranteed the properties of a product. The customers could rely on standard quality but the characteristics valid until now are considered to be certain and the ideas, associations, values of culture of company quality come into existence. It is no longer about the image of a brand itself. However, it is about the connection of a brand with the corporate culture.^{7,8,9}

2 Aim of contribution

Aim of the contribution is to introduce an important aspect of building a strong brand which is the fulfillment of values of corporate culture and application of best practices for building a brand towards the conditions of universities. Following the example of particular practice it is an approximation of the content of culture values, their implementation at the University of Žilina (UNIZA) and their evaluation through targeted marketing research focused on UNIZA academics.

Material and methodology of solution

In solution of the problem the following was used:

- excerption from scientific publications, scientific journals and verified internet resources;
- available information about the world's major universities that were used for the proposal of values of quality culture applicable in conditions of Slovak universities;
- primary research using methods of questioning aimed at evaluation of fulfillment of values of quality culture at UNIZA;
- results of the project DEQUA – Developing a Quality culture at the University of Žilina – based European standards of higher education.

Results of solution

Formation and evaluation of culture of university educational process is generally a very broad and complex problem. Culture in the environment of educational process

⁵ HEALEY, M.: *What is Branding?*. Mies : RotoVision, 2008, p. 12.

⁶ *United Kingdom*. [online]. [2016-09-10]. Available at: <<https://www.oecd.org/unitedkingdom/1871497>>.

⁷ KOTLER, P., KELLER, K. L.: *Marketing Management*. Praha : Grada Publishing, a.s., 2009, p. 243.

⁸ For more information, see: ROSTÁŠOVÁ, M.: *Research Article. Working paper k projektu Dequa*. Žilina : Žilinská univerzita v Žiline, 2013.

⁹ For more information, see: HRNČIAR, M. et al.: *Vnútroňný systém zabezpečovania kvality vzdelávania na Žilinskej univerzite v Žiline*. Žilina : EDIS, 2014.

is primarily determined by the position of university in given time and space. Even if the problem simplifies at European culture standing on the ancient Greek, Roman and Jewish – Christian pillars, there still will remain many other limiting factors. In understanding of the culture at UNIZA there is a significant influence of history namely Cyril and Methodius cultural heritage. In current globalized development it is necessary to remain the crucial specificities of this heritage.

Another important field of problems is connected with „university universal“ evaluation of its cultural values. Perception of the quality culture at university does not have to necessarily be identical with technical, human, social or more precisely arts related programs of study that are offered by university. In this context it is important that individual parts of university would be perceived as synergic cooperative and not competing entities. It is important to remember that the evaluation of quality culture at university will be limited by the perspective of particular evaluating system. In considering the following internal (university) subsystems of educational process, such as: student, teacher, university management and educational self-government (the Higher Education Council, the Student Council for Higher Education, the Slovak Rector Conference) it will be important to find such a *modus vivendi* that will ensure for all the fulfillment of Kennedy’s premise: „Ask not what your university can do for you. Ask what you can do for your university“. The final output of the educational process should be the student who adopts the values of quality culture of his alma mater and he will be able to realize their transfer to „final customer of educational process at university“ (employers, state government, local and regional self-government and so on). Based on the practical verification concerning the suitability of acquired values of quality culture of education in employer’s conditions, a graduate should be interested in giving a feedback of employer’s requirements, or more precisely state and so on, to the constantly updated values of culture of a company where he will be employed. He should bear in mind that increase of quality culture of education and scientific establishment of his alma mater is connected with the growth of his own professional or scientific credibility.^{10,11,12} The following proposal includes especially the values of quality culture of education in relation to members of the academic community. It was based on analysis of the current state in solution of the problem at the world’s most significant universities.^{13,14,15,16}

¹⁰ For more information, see: HRNČIAR, M., MADŽÍK, P.: *Vnútrojný systém kvality vzdelávania Žilinskej univerzity v Žiline. Vyhodnotenie prieskumu u členov akademickej obce*. Žilina : EDIS, 2014.

¹¹ KONIEWSKI, M.: *Brand Awareness and Customer Loyalty*. [online]. [2016-09-10]. Available at: <<http://www.research-pmr.com/userfiles/file/wp/Brand-Awareness-and-Customer-Loyalty.pdf>>.

¹² TORRES, N. H. J., GUTIÉRREZ, S.: *The purchase of foreign products: The role of firm’s country-of-origin reputation, consumer ethnocentrism, animosity and trust*. [online]. [2016-09-10]. Available at: <http://gredos.usal.es/jspui/bitstream/10366/75189/1/DAEE_13_07_Purcching.pdf>.

¹³ *United Kingdom*. [online]. [2016-09-10]. Available at: <<https://www.oecd.org/unitedkingdom/1871497>>.

¹⁴ For more information, see: WOODS, J. et al.: *The six values of quality culture. The quality Yearbook*. Madison : CWL Publishing Enterprises, 1998.

¹⁵ KLAMING, G.: *The changing role of brands in the age of empowered consumers*, 2006. [online]. [2016-09-01]. Available at: <http://www.markenlexikon.com/d_texte/klamning_changing_role_of_brands_2006.pdf>.

¹⁶ MOISECSU, O.: The importance of brand awerness in consumers’ buying decision and perceived risk assesment. In *Management and Marketing Journal*, 2009, Vol. 7, No. 1, p. 103-110.

Values of quality culture at university in direct response to its long-time tradition should represent shared conviction, values, attitudes and basic behavior patterns that characterize the university environment. Culture of institution begins in the university management which understands and knows the consequences of poor quality. University as a system can show these consequences and it has to know what is necessary for achieving customer satisfaction. The result of this perception is an achievement of university quality culture where the quality of internal environment is directly connected with customer satisfaction. It is a culture that naturally emphasizes the continuous improvement of processes. It is implemented in healthy working environment and it affects the customer satisfaction and economic aspect of the university operation.¹⁷ The proposal of the values of quality culture in the university environment aims to the determination of possible way in relation to employee's behavior, whereby these values of quality culture are in accordance with the fundamental values of culture which are defined as follows:

- Value 1:** University builds a university community and there is the identification of employees with the university.
- Value 2:** In the university environment there is a need to create the positive effects in relations between employees in the whole organizational hierarchy.
- Value 3:** Open and honest communication is an essential aspect of building a quality culture.
- Value 4:** There is a balance of information inequality at all levels of management at university.
- Value 5:** University focuses on achieving quality of all processes.
- Value 6:** In conditions of university there is a continuous decrease of degree of uncertainty on whether a particular activity (activity, project) will end with success.

Since this is a proposal that is in point of view of its creators new in conditions of Slovak universities, it is necessary to determine each value.

VALUE 1: Building the university community, identification of employees with university

Aim: Development of teams and teamwork at university, formation of strong university with loyal employees.

Content: Value 1 based on the fact that university operates as a system. Individual success depends on how well employees **work together** at university and the success of university occurs when all work well. University is a place where employees feel that they are part of the larger whole and they work for university and thus for themselves. This value applies also to other interested parties (employers, professional organizations, representatives of state administration, graduates, students, representatives of local and regional self-government, representatives of trade unions, e.g., teacher trade unions, trade unions from professional areas of graduates and so on). Quality culture based on this value brings the fact that each of the participating parties strives to continuous improvement which is a presumption for prosperity of the university and all participating parties.

¹⁷ For more information, see: HRNČIAR, M. et al.: *Vnútroňý systém zabezpečovania kvality vzdelávania na Žilinskej univerzite v Žiline*. Žilina : EDIS, 2014.

Institutionalization of improvement process takes place. Value 1 promotes **the development of teams and teamwork** forming mutual bonds between participants in solution of solving problems through teamwork. The value supports an idea that everyone at university is at the same time a customer and a supplier for other employees or more precisely customers. In case of any problems employees work together in teams so they can better understand the processes and find out how to solve the problems collectively. University tries to extend the idea of supporting team work to other participating parties. Value 1 helps university to establish **a strong university with loyal employees**. Many employees are aware of the fact that it is hard to find an employer who really understands them. They know that each of them has his own role and part concerning the success of university. On the other hand the university management takes its employees very seriously. They know that a good care of employees will result in the quality of their work and loyalty. University employees understand the processes in the whole university context. They represent university in external environment and there is a mutual respect between them. They abide the rules of good manners, respect their own work as well as work of others and have a constructive approach to solution of working problems.

VALUE 2: The need to create the positive effects in relations between employees in the whole organizational hierarchy

Aim: Formation of positive effects in relations between employees.

Content: Of the six values connected with the building a quality culture at university this value may seem to be very controversial and it may bring a misunderstanding however it is in accordance with the value 1. The content of the value does not mean that some employees have more responsibility than others. It does not mean that some employees are not intended to oversee the processes involving other employees. These statements are taken for granted. However, the value 2 is related to **attitudes and approaches connected with this kind of responsibility**. It means that the work of all university employees is important and adds the value to final outputs. Employees in managerial positions use their authority so that they could openly and honestly support the common interests of the university and departments that they manage. The values of quality culture at university are supported by the approach that is included in the value 2 which causes that the employees can freely express themselves and their opinions. The value 1 together with the value 2 can be fulfilled only if it is satisfied that mutual cooperation is the most important factor for all.

VALUE 3: Open and honest communication at university

Aim: Creation of conditions for open and honest communication between the employees and all interested parties of university.

Content: The value includes especially an aspect of empathy and an ability to listen to others. One important aspect of this value is **empathy**. Empathy is connected with a proactive view of reality from the perspective of all interested parties in university conditions. Empathy encourages a sense for understanding problems of others, their skills and behavior. It involves non consideration of behavior of others based on the own point of view. Empathy is considered as a right, reasonable and realistic attitude towards communication with others on the basis of seeing the world from the perspective of others. Along with empathy there appears **an ability to listen to others**. The opinions of others should not be confronted with the opinions of those

who will listen to them or more precisely there should not be own opinions at the expense of the right opinions of others. In complying with the value 1, if employees can identify themselves with their own roles and with objectives of ensuring and improving quality at university, then listening to others makes even a bigger sense. An unacceptable way of using communication at university is a manipulation with others with the view of own purposes because it is often at the expense of the whole university. This negative aspect is solved by providing with correct information, i.e. an adoption of a deep and sincere commitment to the truth. One of the ways of promoting the truthfulness of information is connected with a creation of such university environment, where employees and interested parties listen to each other. University creates the conditions for a constructive dialogue between management (faculties) and employees. At the same time it creates a space (e.g., on Intranet) for suggestions, proposals and impulses from employees that would lead up to the university management and faculty management and they would be focused on improvement and enhancement of individual areas of life at university and faculties. University/faculty encourages its employees to discuss the planned radical changes (study programs, fields of study, system changes, changes in process settings, etc.) and key documents (long-term strategy of the university, all kinds of plans concerning the development of the university and so on.).

VALUE 4: Achievement of information equality at all levels of management

Aim: Support of a decision making based on truthful and complete information that is a part of all other values of quality culture at university.

Content: University employees have an access to information through information communication technologies that provide them with information needed for their quality work. Even in the university environment **an open communication and access to information are the sources of possible competitive advantage** on the market of educational services. Unlimited information means that the decisions that are based on its income will not be speculative, and thus they will more likely represent a further certainty in operation of university and its processes. Nowadays, more than before, the information and knowledge is a base of the university success. Every employee uses the information that helps him to understand the current state of university. This information must also be the basis for further direction of university towards continuous improvement. Employees have an access to all information and they are aware of the fact that they are responsible for its use.

VALUE 5: University focuses on achieving quality of all processes

Aim: Efficient and effective implementation of processes at university.

Content: Concerning the fact that university represents a system in which processes cause the transformation of inputs into outputs, this value of culture is a matter of fact and it again highlights the importance of teamwork, cooperation and **mutual cohesion of all activities** at university. Great emphasis is placed on the use of tools which allow all processes to be realized more efficient and effective, as well as the use of tools by which it is possible to measure the performance of processes and synergy of teamwork. This value of quality culture must not be understood through the recognition of individual successes and mistakes because these successes and mistakes always arise as a consequence of a particular change in processes. An importance of this value lies in the fact that it provides the basic prerequisites and

values of quality culture at university. At the same time an improvement of processes must be a contribution for each employee.

VALUE 6: In university conditions there is a continual decrease of uncertainty whether a particular activity, action, project will end successfully.

Aim: Process thinking of university employees.

Content: In university conditions there is some uncertainty whether an activity, action, project and so on will end with success or failure. It is assumed that employees work the most efficiently when they follow their previous experience, knowledge and skills. It is important to be aware of the fact that the success is contingent upon the creation of mutually beneficial relations between the university and its customers –otherwise there could be the failures. The failures are reasonably understood as a need **to learn from this experience and to learn constantly** (to deepen the level of knowledge). The atmosphere at university where employees think procedurally should be that when a problem occurs it is immediately followed „what happens in the process“. ^{18,19} The theory concerning the quality culture at universities has been applied directly to the conditions of the University of Žilina (UNIZA). Within the frame of creating an internal quality assurance system of education the management of UNIZA has formulated **the values of quality culture at UNIZA**. UNIZA will strive to promote these values. (Table 1)

Table 1: Values of culture at UNIZA

Value of quality culture at UNIZA	Focus of the value of quality culture
Value 1	University focuses its effort on improving quality of all processes
Value 2	University environment supports the creation of positive effects in relations between employees in the whole organizational hierarchy
Value 3	University considers an open and honest communication as an essential aspect of building a quality
Value 4	There is a decrease of information inequality at all levels of management at university
Value 5	University builds the university community and the identification of employees and students with the university takes place
Value 6	University permanently increases the likelihood of success of its activities, actions and projects

Source: HRNČIAR, M. et al.: *Vnútroňý systém zabezpečovania kvality vzdelávania na Žilinskej univerzite v Žiline*. Žilina : EDIS, 2014.

Compliance with the values of culture at UNIZA is monitored at regular intervals within the university research. The question in this research is formulated in a way that the respondents should express to what extent they perceive an application of the values of quality culture at university/faculty. Respondents have an evaluation scale at their disposal to formulate their answers. The evaluation scale ranges from 1

¹⁸ For more information, see: ROSTÁŠOVÁ, M.: *Research Article. Working paper k projektu Dequa*. Žilina : Žilinská univerzita v Žiline, 2013.

¹⁹ ROSTÁŠOVÁ, M., ROVNANOVÁ, A., VALICA, M.: *Value chains as the tools for differentiation of offer in services*. Žilina : Žilinská univerzita v Žiline, 2016, p. 27-31.

to 10, where 1 means „we absolutely do not feel the application of this value“ and 10 means, that „the value is applied fully and convincingly“.²⁰ In 2014, the sample of respondents consisted of 2963 respondents from members of the academic community – administrative employees, students of 1., 2. and 3. degree of education, university teachers and researchers. The results obtained in the research (2014) are presented in Table 2 (categorization of data obtained by individual faculties) and in Table 3 (categorization of data obtained by individual categories of academic community members).

Table 2: Evaluation results of application of values of culture at UNIZA in 2014 by faculties

Faculty UNIZA	Value 1	Value 2	Value 3	Value 4	Value 5	Value 6
Faculty of Electrical Engineering	58,8249 56,5310	56,2772 57,3455	59,7724 60,0423	57,1298 55,9270	62,9581 59,1023	67,0140 68,2957
Faculty of humanities	59,4186	57,6455	59,9594	55,9353	62,6334	67,6749
Faculty of Operation and Economics of Transport and communications	54,9905	54,4807	55,4999	53,5151	58,5399	63,4180
Faculty of Management Science & Informatics	53,1867	53,6550	56,8345	51,1696	58,1877	61,4458
Faculty of Security Engineering	53,2796	53,6546	54,9968	50,6075	53,8476	59,1844
Faculty of Civil Engineering						
Faculty of Mechanical Engineering	52,6554	51,2843	52,5068	51,4444	56,9598	58,8840
Total	61,2999 56,3361	58,4742 55,4579	59,4673 57,2582	59,8037 54,2295	59,5008 59,3464	70,0424 64,5081

Source: HRNČIAR, M., MADŽÍK, P.: *Vnútrotný systém kvality vzdelávania Žilinskej univerzity v Žiline. Vyhodnotenie prieskumu u členov akademickej obce.* Žilina : Žilinská univerzita v Žiline, 2014.

Table 3: Evaluation results of application of values of culture at UNIZA in 2014 by members of the academic

Member of the academic community	Value 1	Value 2	Value 3	Value 4	Value 5	Value 6
Administrative employee	54,1612 60,3122	44,4400 51,3286	51,1067 53,8080	49,6247 56,5607	60,1792 54,5172	61,7994 64,3937
Student of I. degree	57,0733	57,4039	59,5012	54,6724	60,4131	65,7609
Student of II. degree	55,5805	55,2826	56,1440	54,3402	59,5705	63,9143
University teacher	55,0943	49,4904	50,3558	51,4808	55,2807	61,2218
Researcher	50,8846	51,3844	53,7730	55,8150	54,6616	57,6781
Total	56,3361	55,4579	57,2582	54,2295	59,3464	64,5081

Source: HRNČIAR, M., MADŽÍK, P.: *Vnútrotný systém kvality vzdelávania Žilinskej univerzity v Žiline. Vyhodnotenie prieskumu u členov akademickej obce.* Žilina : Žilinská univerzita v Žiline, 2014.

Before interpreting the results of this research activity it is necessary to mention, that the determination of perception of the values of quality at UNIZA in 2014 was realized immediately after the publication of the values of quality culture at UNIZA,

²⁰ For more information, see: HRNČIAR, M. et al.: *Vnútrotný systém zabezpečovania kvality vzdelávania na Žilinskej univerzite v Žiline.* Žilina : EDIS, 2014.

within the frame of creating an internal quality assurance system of education based on European standards and recommendations. Interpretation of the research results points out that the first line of the table (unmarked by name of a particular faculty) represents the answers of a relatively small number of respondents who belong to the whole university parts, so they have not been included to any faculty. In the last line of the table there is a percentage expressing the perception of application of specific value by all respondents. All values are at current (starting) position perceived relatively weakly, with no significant differences between the two parts of the academic community. The best perceived value was „*University permanently increases the likelihood of success of its activities, actions and projects*“ (64,5%), on the contrary the weakest perception of application of the value by respondents was „*There is a decrease of information inequality at all levels of management at university*“ (54,2%). The biggest differences (variation margin) between faculties are in the value 6 „*University permanently increases the likelihood of success of its activities, actions and projects*“ where the difference in perception of this value by members of academic community between faculties was 11,16%. The smallest difference is in the value 2 „*University environment supports the creation of positive effects in relations between employees in the whole organizational hierarchy*“ where the margin of its perception in faculties was only 7,19%.²¹

In expressing usefulness and importance of this aspect many respondents indicated that they would need to better understand the content of individual values of quality culture at UNIZA. They also would need to discuss these values with their co-workers/colleagues at UNIZA. Therefore, the values were partially specified in order to increase their understandability.

Year 2015

University focuses its effort on improving quality of all processes.

University environment supports the creation of positive effects in relations **between the members of academic community** in the whole organizational hierarchy.

University considers an open and honest communication as an essential aspect of building a quality.

At university, **the members of academic community have all available information related to their position and tasks (studies, work or management activities) at their disposal.**

University builds the university community and the identification of employees and students with university takes place.

Year 2014

University focuses its effort on improving quality of all processes.

University environment supports the creation of positive effects in relations between all participating parties in the whole organizational hierarchy.

University considers an open and honest communication as an essential aspect of building a quality.

There is a decrease of information inequality at all levels of management at university.

University builds the university community and the identification of employees and students with university takes place.

²¹ For more information, see: HRNČIAR, M., MADZÍK, P.: *Vnútroňný systém zabezpečovania kvality vzdelávania Žilinskej univerzity v Žiline. Vyhodnotenie prieskumu u členov akademickej obce*. Žilina : Žilinská univerzita v Žiline, 2015.

University permanently increases the likelihood of success of its activities, actions and projects.²¹

University permanently increases the likelihood of success of its activities, actions and projects.

Re-evaluation of compliance with the values of quality culture at UNIZA in 2015 pointed out that respondents (sample of research consisted of 1484 respondents) in the following year 2015 were mostly identified with the value of culture „*University permanently increases the likelihood of success of its activities, actions and projects*“ 62,8%, and they were identified at least with the value „*University environment supports the creation of positive effects in relations between members of academic community in the whole organizational hierarchy*“ (55,0%). The average value of identification of respondents with the values of quality culture was 58,2% in 2015, whereby in 2014 it was 60,3%. This represents a decrease of 2,1%. Employees identify themselves with the values of culture at UNIZA less than students. The average value of identification with the values of quality culture concerning employees is 54,5% and in connection with students it is 58,9%. It is questionable whether this phenomenon is positive for the university or not. The results of the survey had the significant meaning for building the brand of the university. If brand is not perceived as a symbol that represents a product, in this case an education provided at UNIZA, but do not forget its content, it is obvious that in the competition for customers (e.g., student or business practice which withdraws the results of research and development at university) we cannot promote an artificially created symbol but the basis containing the values of culture applied at university.

3 Discussion

Such perception of a brand in the university environment is insufficient. It is necessary that brand in this extension of the concept (not only the symbol itself) should be original and it should partially affect the relations with customers and relations in internal environment of the company. It is important to answer the question in which we think about the fact, to what extent is building a brand related to the strategy of university. Building and development of a brand must therefore be monitored in the long-term perspective. There is an increase of the fact that companies that have a problem with brand usually do not have any vision or the vision is defined very formally. Although it was not intended to go back to the theory created by professionals in the field of branding, it would be necessary to mention in the discussion about „brand“ that is in professional circles (in contrast to the AMA approach) understood differently than „brand“. Brand represents a unique way of operation of a brand and thus brand can become brand after a certain period of its existence. Brand of university is not created by the identification of its existence in acquiring a provable impact on the level of education, the quality of graduates and the results of the research but by the determination of fields associated with educational and research outputs of university. Brand should be unique, understandable and memorable. It is therefore possible to discuss about the fact how to identify the creation of a brand in the conditions of universities. Do we distinguish a brand of a particular university from others? Is a product of education and science of university recognizable/distinguishable from products of other universities? Does a product of university have a capability for further development into another

product areas and geographical areas? Is university by means of its brand able to achieve better results and position on the market of educational institutions of university level? Does university eliminate the competition by means of a brand and is it able to create an emotional bond of customers to the products of the university? Do we invest enough into the acquaintance of our brand (brand awareness)? Does university seek to use an old brand just because it once had a success? Does university embark in costly rebranding or should it start to build a new brand?

Conclusion

The most significant elements of a brand are the name of university, the logo of university closely followed by the identity of university and the values of culture at university. Brand which was built by university or it is still in the process of building plays an important role in the decision-making process of university customers (students, companies, public and so on). Brand of university at the beginning of decision-making process strengthens the customer's perception, processing and storage of desired information about the product of education and results of science and research at university. At the moment of decision brand decreases the risks and uncertainty and after successful completion of relationship between university and customer the advantages of a brand are expressed if there is a strong brand and a positive image built by university.²² As a prerequisite of university customer's decision-making we can consider a brand awareness which is the first dimension of brand recognition system. Customers and employees of university can form opinions about a specific university based on their own experience, general characteristics or information from friends and they can transfer these attitudes to products originating in a given university. University environment is very complex and various persons, shared norms and values play a role in it. Only the knowledge of interplay between the apparent and formal processes in achieving quality culture at university and latent, informal values and norms can lead to the fact that building a brand of university will be successful.

Acknowledgement: APVV-14-0512 Universities and economic development of regions. VEGA 1/0420/14 Modern approaches to identification the factors influencing shopping decision making - neuromarketing research using the eye tracking. 9/KS/2014 Science-to-business Marketing (S2B) in conditions of the University of Žilina.

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²² ROSTÁŠOVÁ, M., MOŽUCHOVÁ, L.: *Transfer technológií v prostredí Žilinskej univerzity v Žiline*. Žilina : Žilinská univerzita v Žiline, 2015, p. 50-58.

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THE AESTHETICS OF LOGO OR WHY COMIC SANS IS NOT TO BLAME

Katarína Šantová

Abstract

The article deals with the relationship between the aesthetics of typography and the aesthetics of logo or logotype. The author claims to answer how much can the typeface influence the success of the brand in the market. The text is supported by the idea of artificial world of digital environment that was inspired by the thesis of Wolfgang Welsch. The author of the article justifies the role of graphic purification and visual coherence that should become the part of our physical and virtual world.

Key words:

Aesthetics. Comic Sans. Design. Graphic design. Logo. Logotype. Typography.

1 ARTificial – the art of Welsch’s paradise

It has been several years since Wolfgang Welsch presented his extensive research and a quarter century since he compared the world of media to artificial paradises. An obsession with style, “styling”, “designing”, aestheticization and beautification in a layered world that seeks to make impressions represent the culmination of anaesthetisation.¹ Welsch elaborated upon an idea through his quote about aesthetics and anaesthetics being in a direct proportion, as one increases, the other increases too. With regard to this, Carroll’s question is whether we can agree with the theoretician and whether it is possible to apply his concept on a design and thus whether design can be redundant.² Is it right to call it design if it is redundant? If designer’s activity is in principle about innovation and its creed is to create and to be original, how can we be sated with design? Carroll defined the problem correctly, we can not yet talk about design if it is an ordinary advertising production. It is simply a dilettante approach to computer graphics, in a better case, we could call it an advertisement. To ensure that the product has been identified as the creation of graphic design, it is necessary to fulfill the above mentioned criteria (especially it applies/when it comes to the originality of the work).

We should not put up with anaesthetisation and say no to the quantity of “design” at the expense of its quality. Welsch’s concerns towards the CAD (Computer Aided Design), therefore the production or the creation that is controlled by computers, in computer graphics, we could equate them to “templates”, “mock-ups”, even computer-generated structures or backgrounds of desktop, which are created according to simple instructions by freely available online application (Trianglify Generator, Geopattern, Waterpipe). The result is impressive, entrancing and fascinating everyone who is getting initial training in graphics program. But is it right to call it graphics design? If a thousand people use this application, it could have the same result as the use of photo banks or bank vectors. A frequent occurrence of such graphics would lead to anesthetization and the public’s distrust in the abilities of the author. It would also cause the loss of originality and the image of the brand using the graphics could be left damaged for good. The probability that freely available

¹ WELSCH, W.: *Aesthetic thinking*. Bratislava : Publishing House Archa, 1993, p. 13.

² CARROLL, J.: *Art at the Limits of Perception: The Aesthetic Theory of Wolfgang Welsch*. Bern : International Academic Publishers, 2006, p. 41.

online software would be used by only few graphic designers is really small. Welsch's scenario is becoming true: "the simulation has overtaken the original".³ What if an artificial content in Welsch's paradise presented in his work of the same name? Aesthetically, shallowness and changeability (aspect of content) and disorganization (aspect of formality) prevail in the artificial electronic worlds.

Bodies in the synthetic picture space are not consistent or stable, they float on a computer screen and carry out motions and mutations, also viewed as fleeting elements that irritate, violate, intrude, overwhelm and then we find ourselves all stressed out trying to close the popup - it is called a digital harassment. Welsch notes that if there is a lightness of being anywhere, then it's in the electronic realm, a space in which everything seems possible and feasible.⁴ Physically, we are unable to prevent anything and so virtual reality seems to have no restraints; it is unlimited. Welsch presented his ideas almost a quarter century ago, at the time when computer graphics and Photoshop, Quark, Flash or Corel appeared to be the tools of the new millennium. Although the theoretician's argument applied to the world of media and from today's perspective it applies to UI (User Interface), GUI (Graphic User Interface), GUIX (Graphic User Experience). Welsch's notion "artificial" stood in contrast to natural or real (the environment, the world). The English notion "Artificial" contains the word "Art". We could use ARTificial as a label for today's graphic design, as it needs to be artistic to some extent (at least original), as well as artificial (digital). Moreover, a study called "The most important Design Jobs in the Future"⁵ shows that the majority of design industries in the future will deal with UI/GUI/GUIX. The design is an artificial process which rarely arises from the initiative of its author, this is how it differs from art. The start of the process is based on the demand of the market, the client or the sponsor. However, the realization of "artificial" would not be possible without art being a part of it - without creative skills, craftsmanship, talents, composition skills, knowledge in perspective, the golden ratio, color theory, negative and positive space and the visual language as such. Welsch was right, today's GUI/GUIX is appropriate to label as ARTificial.

2 The approaches to typographic design

According to Baines and Haslam,⁶ there are four broad approaches to typographic design. A more detailed definition says that each approach is associated with a certain type of font (serifs, sans serif, calligraphic, display - title - decorative). Even though the authors did not discuss the fonts in their definitions, we decided to also present a link between the approaches and the types of fonts, showing the examples of their use in the existing campaigns.

³ Ibidem, p. 27.

⁴ WELSCH, W.: *Virtual to begin with*. [online]. [2016-10-10]. Available at: <http://www2.uni-jena.de/welsch/papers/W_Welsch_Virtual_to_Begin_With.html>.

⁵ LABARRE, S.: *The most important Design Jobs in the Future*. [online]. [2016-10-10]. Available at: <<https://www.fastcodesign.com/3054433/design-moves/the-most-important-design-jobs-of-the-future>>.

⁶ BAINES, P., HASLAM, A.: *Type and Typography*. 2nd Edition. London : Laurince King Publishing, 2005, p. 124.

a) A formal approach (serifs)

This type of approach is concerned with the data and information that is to be delivered to the recipient on a larger scale. It is mostly official documents and other types of formal documentation. Most clients would not think that documents like these have their own design and should have their own visual organization. A typographic design needs to have simple aesthetic features. It should not be out of the ordinary, but rather transparent and easy to read even when the font size is smaller. Under this approach, it is appropriate to use a font such as Garamond, Georgia, Cambria etc. However, the use of fonts such as Times New Roman is inappropriate (due to its difficult readability when in smaller size and its permanent monopoly in the majority of official documents). Another example is Minion, typical serif font, which was very popular and often used in logos of the universities. It was developed for Adobe by Robert Slimbach in 1990, but after a quarter of century of its existence it became overused. As a rule it is not recommended to combine two types of serif fonts with a similar structure, that is, to create a “layout” of Times New Roman for a title and Palatino for a text. The use of serif fonts in the electronic media is still debatable. Surveys show preference for sans serif font but it is still questionable whether this font is more readable because McWade notes that the use of sans serif fonts depends on its aesthetic aspect.⁷ Who are we going to communicate with? Who is this document, advertisement, campaign, logo for? What context do we talk about?

Upon the presentation of the Macintosh in 1984, Apple adopted a new corporate font called Apple Garamond. It was a variation of the classic Garamond typeface and a visually altered ITC Garamond (created by Tony Stan in 1977). Apple felt that the existing ITC Garamond Condensed was too narrow. At that time, a slogan was used in conjunction with the logo, which, like the advertisements, manuals or marketing slogans, was formatted in the same font. Apple Garamond was synonymous with the company’s identity for two decades and formed a large part of the company’s brand recognition.



Picture 1: Apple Garamond in Apple advertisement from 1984

Source: *Font Garamond*. [online]. [2016-10-10]. Available at: <<https://g14pool.wordpress.com/2013/02/10/510/>>.

⁷ McWADE, J.: *Before & After Page Design*. Berkely : Peachpit Press, 2003, p. 8-12.



Picture 2, 3: Apple Garamond in Apple’s print advertisement

Source: *Font Garamond*. [online]. [2016-10-10]. Available at: <https://g14pool.wordpress.com/2013/02/10/510/>.

b) An analytical approach

This approach is well suited to the presentation of complex information to the recipient in a summarized proposal. The process of text formation is rooted in rationalism; its function is to explain and make the information easy to understand through the paragraphs of the text and present the key facts in a “confident” form. Majority of graphic design work that can be seen in the city or online adopts the analytical approach using sans serif fonts (grotesque). A survey we performed showed that for 85% of billboards they used sans serif font (serif font was used in case of religious events or fashion show of Slovak designer). A typical feature of the analytical approach is the so called infographics (simplified design, “flat design” of graphics and text in a form of headwords, excerpts). According to Hinchliffe, the best font for this purpose would be typeface such as Gotham (including Numberpile to highlight the numbers) because it can bring an annual report, a report, a resume or application to life.⁸ Typographer S. Garfield⁹ claims that it was Gotham that eased Barack Obama into the presidency in 2008. Gotham replaced the Obama’s team original choice Gill Sans. Gill Sans was discarded as too staid and inflexible. Gotham font was designed by Tobias Frere-Jones for Hoefler&Frere-Jones in 2000, who describes it as follows: “When we were developing it we realized it could be contemporary, but also classic and almost severe.”¹⁰ Gotham as a font originated in America, having neutral design, able to present the information clearly, and being serif decoration free was the right choice for B. Obama’s presidential campaign.

⁸ HINCHLIFFE, L.: *Fonts for Finance – Which Typefaces are Best?*. [online]. [2016-10-10]. Available at: <https://blog.kurtosys.com/fonts-for-finance-typefaces-best/>.

⁹ For more information, see: GRAFIELD, S.: *Just my Type: A Book about Fonts*. London : Profile Books, 2010.

¹⁰ GRAFIELD, S.: *Just my Type: A Book about Fonts*. London : Profile Books, 2010, p. 212.

Obama's opponents in the elections chose a serif typeface (McCain used Optima, H. Clinton used New Baskerville) which some typo experts refer to as the choice of proud individuals or also pharmaceutical corporations.



Picture 4: Gotham in B. Obama's campaign in 2008

Source: *Ready for [font] change.* [online]. [2016-10-10]. Available at:

<http://www.npr.org/2011/09/04/140126278/know-this-headlines-font-youre-just-my-type/>.

"Yes we can" was written in Gotham which is a simple, comfortable, familiar and undoubtedly friendly font. The entire Obama-campaign is shown as an example of a single visual strategy - the same colors, fonts, composition - online (good readability is an advantage), in print and on billboards (wider letter-spacing helps to read the text from different angles) and during the television interview. Gotham has inherited such trustworthiness that it was used for inscription on cornerstone laid for the new Freedom Tower in New York in 2004. But, in this case, the text in capital letters feels cold and lacks emotional tone. A memorial to the victims of 9/11 is not a billboard.

c) A conceptual approach

The approach searches for the central idea that encapsulates the message. For most designers this is the prime method of communication, so called authorial. The use of the typeface is authentic due to fonts being original and created by the designer to fit in this concept. Conceptual design is associated with the third class of fonts, so called calligraphic or handwritten. Graphic designers create calligraphy style lettering using graphic tablets. It is primarily used in print, digital advertising, branding - but also across the whole spectrum of graphic design. Calligraphic typeface is often seen on covers, logos or application screenshots, because it looks authentic and attracts attention; however, it is not used for letters in block format, sentences or complicated texts. It can also be unfit for complicated or rare names of brands. Calligraphic logos often include serif or sans serif letter-form. There are also calligraphic fonts classified as unaesthetic due to their inappropriate overuse. The examples of those are Mistral, Moonflower, Brush Script, Vivaldi, Kristen ITC and Bradley Hand.



Picture 5: Vagpark Typeface. Design K. KertisoVA, student of distance learning program at Private Vocational High School, Postupimská 37, Košice
Source: *Author's archive*. [online]. [2016-10-10]. Available at: http://www.katarinakertisoVA.com/detail/#/projects/vagpark-font?_k=b7xoi2.



Picture 6: Icon of Typeface. Design G. Molcan, student of distance learning program at Private Vocational High School, Postupimská 37, Kosice
Source: *Author's archive*

On the other hand, conceptual design can use serif or sans serif font in a new authentic way. It makes use of pun, combinations of letters, abbreviations, ambiguous titles, paradox, pastiche, cliché, metaphor; and combines commonly known ideas to create a new one that serves as a main topic for an advertisement or poster. A viewer being familiar with the ideas a designer uses, recognizes the presented object which may bring the feeling of contentment. These type of graphics look good when combined with high-quality fonts (Oswald, Helvetica, Rockwell, Futura, Bodoni, Roboto).



Picture 7: Poster competition "Poster" for tomorrow on the topic of gender equality. Design Y.Ruonan

Source: *Poster for tomorrow 2012*. [online]. [2016-10-10]. Available at: <<http://www.posterfortomorrow.org/en/u/7959>>.

d) An expressive approach

This method appeals to the viewer's emotion through shapes, thickness, kerning and construction. Fonts used in titles, decorative fonts and display fonts are lavish, different and out of standard. But it is very inappropriate to use this kind of typeface in a block of text or complex branding. This expressive approach is well applicable to logos or titles, but certainly not to the text that is to share the information or comprehensive description or some kind of instruction. In this case, fonts that would fit in a text are Impact, Trajan, Frutiger, VAG Rounded. Should the information depicted through the computer graphics be well received by the audience, the fonts such as Curlz, Remedy, Copperplate Gothic, Algerian, Cooper Black, Papyrus, Comic Sans are definitely not a right choice.



Picture 8: VAG Rounded font in the logo of Haribo

Source: *What does the Pacha (nightclub) logo represent or signify?*. [online]. [2016-10-10]. Available at: <<https://www.quora.com/What-does-the-Pacha-nightclub-logo-represent-or-signify>>.

The use of extravagant fonts has been seen as typographic failure and the reasons behind this became a discussed topic in a number of publications or blogs and often discussed by opposers as well. Among these types of fonts Comic Sans holds the leading position, though there are even worse fonts which do not fit the purpose they are used for. The font itself is not to be blamed for its aesthetic aspect, nor is its designer. It is the people, users, mostly amateurs, children, dilettantes who find Comic Sans exceptional when they are to choose the font of the text. Nevertheless, the fact that Microsoft has included this font in a font menu is considered a downside. Vincent Connare, an inventor of Comic Sans font, defends the creation of this typeface on his website as follows: *"Why? Because it's sometimes better than Times New Roman, that's why."*¹¹ His intention was to lighten the impression of the dog called Rover, used as a part of a computer program's interface, which had a balloon with messages using Times New Roman. Connare explains that this type of sans serif font was used in an inappropriate way. As Erikson notes, Comic Sans font has also its own peculiarities: *"Comic Sans — classified as a casual, non-connecting script for informal use — has been a standard in the Microsoft font library since it was included in the Microsoft 95 package, though Connare never intended it to be."*¹² Despite being the most hated font in the world, voiced also in the font menu of Skype Messenger (if you go to the settings and change the font to Comic Sans, icon will change to frowning face whereas if you decide to use any other font, the icon has a smiling face), there are still a few facts defending the typeface.

Princeton University study proved that a difficult form of letters in a typeface may have an impact on the results of a learning process. Students presented with a material in Comic Sans or Haettenschweiler, consistently retained more information from material than those who studied a text in a more readable font such as New Roman or Arial.¹³ In 2013 on Comic Sans Day (first Friday in July), KLM Royal Dutch Airlines changed the font on their website to Comic Sans and gave people named C. Sans the opportunity to win plane tickets. In 2011 as an April Fool's joke, Google replaced the font Helvetica (the most popular and the font people search for the most) with the Comic Sans, when you made a search for Helvetica. From a designer's point of view, the use of the font for a purpose other than that for which it was created is like eating soup with a fork.



Picture 9: The dog Rover from Microsoft Bob. Comic Sans was never used for the purpose for which it was created

Source: *People who don't like Comic Sans don't know anything about design.* [online]. [2014-11-27]. Available at: <<http://www.dezeen.com/2014/11/27/vincent-connare-typography-interview-comic-sans-ms/>>.

¹¹ CONNARE, V.: *Why Comic Sans?* [online]. [2016-10-10]. Available at: <<http://www.connare.com/whycomic.htm>>.

¹² ERIKSON, CH.: *Not my Type: Why the web hates Comic Sans.* [online]. [2012-10-03]. Available at: <<http://mashable.com/2012/10/03/comic-sans-history/#Rm51GjRqZkqu>>.

¹³ DONAHUE, E.: *Font Focus: Making ideas harder to read may make them easier to retain.* [online]. [2016-10-10]. Available at: <<http://www.princeton.edu/main/news/archive/S28/82/93080/>>.

3 The organization of the unkempt space

Graphic design should have their own police similar to the fashion industry. The authors of visual smog deserve to be financially sanctioned for a criminal offence such as letter deformation, combination of several fonts in one text, disparate colors or the use of font in an inappropriate way in advertisement. The problem is that billboards or posters are often not very creative. However, advertisers can use various aesthetic categories to deliver the message; shock through hideous advertising (anti-abortion campaign), enthrall through beautiful advertising (Sony Bravia campaign - bouncy balls in San Francisco), entertain and surprise through ironic advertising ("Sorry" campaign for Mercedes-Benz E-Class). In relation to this matter, Bandurová adds that today's culture is visual and aesthetics and media are mutually connected. "The connection of image with the new media as well as with digital technologies results in formation of a new image and representation."¹⁴

Although there are no strict rules with respect to the use of fonts, as a general rule, the text should not include more than two types of fonts, otherwise all it could bring would be visual chaos and it could distract viewer's attention from the shared information. Choosing the right font can be challenging but it is not a science-like process where everything is strictly set. Sometimes using the least suitable font first (for example Curlz in the formal text) could help see its inappropriateness and move on to selecting either a simple serif or sans serif variation. A visual organization is something that multiple advertisements need. A text would not be in a symmetrical format but rather formatted in the invisible column to which the information is attached and highlighted through constructing the golden ratio. Another mistake in advertising is that too much information is put into an advertisement and then the whole content becomes insignificant, the form becomes unaesthetic and unattractive. Unawareness of this fact is diminishing the essence of the advertising - propagate a product, a service or an event. Digital literacy of the culture today is so advanced that a user, based on the outside impulse, just enters the virtual application - a graphic designer's job could not have been more pleasant. The main focus can be on a photo or a logo, advertise using the simplest incentives. The font size used in a text has to be dynamic, contrastive, and not uncertain with undistinguished contrast. As stated in *Universal Principles of Design*, one of the characteristics of accessible graphic design is simplicity which is "*achieved when everyone can easily understand and use the design, regardless of experience, literacy or concentration level. Basic guidelines for improving simplicity are: remove unnecessary complexity; clearly and consistently code and label controls and modes of operation.*"¹⁵

¹⁴ BANDUROVÁ, L.: Postmodern aesthetics, media and media culture. In RUSNÁK, J., BOČÁK, M. (eds.): *Media and text 5*. Prešov : Prešovská Univerzita v Prešove, 2016, p. 12.

¹⁵ LIDWELL, W., HOLDEN, K.: *Universal Principles of Design, Revised and Updated: 125 Ways to enhance usability, influence perception, increase appeal, make better design decisions, and teach through design*. 2nd Edition. Beverly, MA : Rockport Publishers, 2010, p. 16.

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Media branding



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THE ISSUE OF GAME GENRE TYPOLOGY IN THE SLOVAK ONLINE GAME-MAGAZINE SECTOR

Zuzana Bučková – Lenka Rusňáková

Abstract

The submitted study focuses on the classification of digital game genres. The authors draw attention to the issue of game genre typology from the perspective of digital games theory. Simultaneously, the authors reflect on the different ways they are applied in the sphere of journalistic practice, specifically in the Slovak online magazine *Sector*. Confrontation between defined theoretical basis and associated practical usage (or lack thereof) is also a part of this study. The primary goal of this paper is to explain the game genre transformation process defined by the theory of digital games as it applies to *Sector* in relation to digital games. The secondary goal of the study is to define a corresponding terminological axis and to reflect related game genres. Given the comprehensive processing of the protracted theoretical issue, the authors could then apply the acquired information directly to concrete examples emanating from journalistic practice. To achieve the specified goals, the authors apply appropriate logical-conceptual methods of text analysis combined with qualitative content analysis of the chosen subject of research, the game-focused Slovak magazine. The authors expect an evident difference between the game genre typology defined by digital games theory and their application in the Slovak online game-magazine *Sector*.

Key words:

Digital game. Digital media. Game. Game genre. Genre. Genres typology. Magazine. Slovak journalism.

Introduction

Journalism was associated almost exclusively with print media as recently as several years ago, and it has transformed and expanded into many other areas with the development of technology. A new connection with digital media and the Internet are the most recent developments. This multi-platform has aided in the development of a completely new type of journalism known as online journalism. Online journalism is currently characterised by a blending of various journalistic and non-journalistic practices. Certain genres, typical of print media, endure unchanged and while other have atrophied and the remainder have updated together with these new types of (non) journalistic stories. The term “genre” itself is timeless and its definition applies equally to journalism as it does to film, music, theatre or digital games. Games have begun to be classified by genre to attract the broadest possible media audience. The popularisation of a game in the socio-cultural reality assumes its application in virtual reality as well. Digital games at the end of the previous century conditioned the establishment of a new scientific field – digital games theory. One of its goals was to unify the classification of digital games based on specific common elements and characteristic features.

Game genre typology in the multimedia environment may be classified as unstable, which is the result of the lack of a definitive categorical apparatus. The primary goal of this study is therefore to provide a specific perspective on the issue of game genres based on a unified theoretical approach taken by digital game specialists and then to apply these findings to the online magazine *Sector*. The authors relied on theoretical concepts provided by P. J. M. Wolf, T. H. Apperley, T. E. Mortensen, M. Malíčková, J. H. Lee and others in dealing with the issue of the application of game genre typology in journalistic practice. The theoretical information was then used specifically on

examples involving the genre classification of games in the analysed Slovak online magazine. A method of qualitative content analysis conducted in the form of a case study was used to fulfil the primary objective.

1 Definition of the terms journalism, genre, game, digital game and game genre

We consider journalism to be an extraordinarily timeless phenomenon. It has developed itself with technological advances from print media, to radio and television, gradually transformed into its current digital form. The etymology of the term **journalism** is based on the French word *jour (day)*. Journalism therefore primarily is associated with activities related to daily events. It can also be spoke about as the journalistic profession and products that provide information on the current events in society and opinions about these events. Journalism was born around the beginning of modern times, approximately at the end of the 15th century, accompanying the gradual urbanisation and industrialisation of cities, various nautical discoveries, increasing education and the division of labour. The development of journalism is therefore primarily related to the awareness of human individuality by introducing the right to information.¹ Journalism therefore was formed because of specific information needs. A. Tušer et al. provide a basic definition of journalism and assert that it involves gathering, processing and distributing journalistic texts and communiques in journalistic units designated for beneficiaries, including recipients, the public or an audience.² Journalism currently represents a complex and differentiated system of information composed primarily using three primary information resources, periodical print, radio and television. Their identities are based on their essence and function, but they are differentiated in how they depict specific factual phenomena by applying specific means of expression and procedures depending on the techniques employed.³ Thanks to rapid technical development, modern journalism has expanded from print and electronic media into the spheres of multimedia, including the virtual world of the Internet. Indeed, the very nature of this environment gave it the name online journalism.

J. Višňovský speaks of online journalism as the publication of journalistic and non-journalistic expressions in their most diverse formats on the Internet. The electronic form of publication and providing public access to heterogeneous products via the Internet is considered the primary differentiating characteristic between traditional and new, online journalism.⁴ Despite specific unique traits, online journalism shares several common characteristics with traditional journalism. The first is *periodicity*, which may be daily, weekly, monthly, annual, etc. Another identical trait is *recency*, which applies to more than just the recency of the information; it also refers to its relationship to similar events, both past and future. In another regard, this involves the *general accessibility of journalistic outputs*, which refers to the ability to widely

¹ OSVALDOVÁ, B. et al.: *Encyklopedie praktické žurnalistiky*. Prague : Nakladatelství Libri, 1999, p. 7, 218.

² TUŠER, A. et al.: *Praktikum mediálnej tvorby*. Bratislava : Eurokódex, 2010, p. 14.

³ VELAS, Š.: *Teória a prax novinárskych žánrov II*. Bratislava : Univerzita Komenského Bratislava, 1997, p. 5-7.

⁴ VIŠŇOVSKÝ, J.: *Aktuálne otázky teórie a praxe žurnalistiky v ére internetu*. Trnava : FMK UCM in Trnava, 2015, p. 52.

distribute printed materials and, to a certain extent, to reach television and radio audiences. The final traits defining journalism, regardless of medium by which it is implemented or disseminated, are *publicity*⁵ and *the application of a broad range of journalistic genres* into the final format of the journalistic unit.

Genre is defined as a type, style, or set of traits inferred from verbal, visual, musical or other works applicable to all the materials of the same orientation. In a narrower sense of the term, this involves the definition of a specific branch of journalism. For the purposes of this study, we emphasise the understanding of a broader sense of this term, in which genre represents a set of labels for this specific group of works characterised by common traits and that may be identified using certain distinguishing features.⁶ Genre is classified as a highly abstract term, primarily due to its “invisibility” and “incomprehensibility”. Its form, understood as a reflection of reality, is tactile, audible and visible (a painting, commercials, digital games, pieces of music, etc.). Conversely, a genre represents a specific kind of reflection on reality that has permanent traits anchored in the subconscious of the authors and recipients.⁷ J. Findra talks about genre as a model structure that can be observed at the lowest level of abstraction and generalisation. This is a specific “model framework” needed to create new texts. Specificity in this case exists because this framework determines that the requirements of superior model structures pertaining to content and formal models are applied in the given communicate.⁸ Various authors define genre in a multitude of ways, but the essence of all their definitions is essentially the same. J. Mistrík says that a genre is a closed unit of text, in terms of content and formal aspects, and this text unit is called a *communiqué*. If a *communiqué* differs from another *communiqué* due to specific formal and content traits then a genre is involved.⁹ Š. Velas states that a genre may be considered an abstract and generalised model of expression with stable content and formal traits.¹⁰ J. Hvišč speaks about genre as a specific type of literary expression that is historically stable and systematically arranged.¹¹ J. Mistrík amends these definitions to include another important fact, specifically that genres exceed the bounds of journalism and literature and are present inside and outside of language and in non-literary fields, which he calls sectors, representing a specific contextual units to the author and which are closed in terms of formal and content aspects.¹² J. Mistrík’s theory became the theoretical basis for this study. An abstract understanding of genre allows us to combine this term with more than journalistic units; it is important to understand that music, theatre, fine arts and games have their own genre classifications, which brings the term genre into a broader range of perspective. We consider (digital) games to be an exceptionally interesting phenomenon with special attention devoted to the typology of game genres.

⁵ KUNCZIK, M.: *Základy masové komunikace*. Prague : Karolinum, 1995, p. 17.

⁶ OSVALDOVÁ, B. et al.: *Encyklopedie praktické žurnalistiky*. Prague : Nakladatelství Libri, 1999, p. 217.

⁷ TUŠER, A. et al.: *Praktikum mediálnej tvorby*. Bratislava : Eurokódex, 2010, p. 39.

⁸ FINDRA, J.: *Štylistika slovenčiny*. Martin : Vydavateľstvo Osveta, spol. s r.o., 2004, p. 210.

⁹ MISTRÍK, J.: *Moderná slovenčina*. Bratislava : SPN, 1988, p. 233.

¹⁰ VELAS, Š.: *Novinárska publicistika I. Publicistika racionálneho typu*. Bratislava : SPN, 1983, p. 158-159.

¹¹ HVIŠČ, J.: Porovnávací výskum literárnych žánrov. In *Studia Academica Slovaca*. Bratislava : Stimul, 1994, p. 85.

¹² MISTRÍK, J.: *Žánre vecnej literatúry*. Bratislava : Slovenské pedagogické nakladateľstvo, 1975, p. 18.

An unusual, a comprehensive and particularly innovative view on the issue of **games** and their place in basic cultural manifestations was outlined in 1933 by Dutch historian J. Huizinga. Per J. Huizinga, a game is a voluntary activity or task that human beings conduct within specifically defined time and spatial boundaries under voluntarily accepted but unconditionally binding rules; the game itself is the objective and is associated with feelings of tension, joy and a knowledge of being different from the “ordinary”.¹³ J. Huizinga provided this elegant rendering of a vivid image of a game but theorist R. Caillois says that this interpretation of a game is too broad. He, in his book *Hry a lidé (Man, Play and Games)*, emphasises that games cannot be associated with any activity, as they are inherently activities that are carefully separated from the rest of existence and are played in a specific game time and space. A game is based on the importance of finding an immediate and freely chosen answer within the bounds of rules defined in advance. R. Caillois’ statement is directly built upon J. Huizinga, while adding several important observations with the intention of providing a more coherent perspective on the issue at hand. R. Caillois and his understanding of a game as a free, routine, uncertain, unproductive, rule-subordinate and fictive activity¹⁴ was itself expanded years later to include various other characteristics of the analysed term. In 2006, French professor F. Jost emphasised two of the essential characteristics of games, spontaneity and wantonness, as a part of physical or intellectual activities that a player focuses on exclusively for entertainment; the sole objective is to enjoy the game.¹⁵ Phenomenologist E. Fink even emphasises the combination of games with the symbolic world of mankind, dealing with the reality of the game superficially. E. Fink considers playing to be a kind of indiscriminate conduct that lacks reality, is uncommitted and has no necessary consequences. The act of playing a game can be interrupted at any time and there are no significant changes to a player’s real life, all the stresses and worries of life disappear for a fleeting moment and the player is free to return to the carefree life of a child.¹⁶ We see that games cover, just as modern European languages cover, an extremely wide field of terminology. Among the factors that have significantly aided in this situation include the rapid technological development over the last fifty years of the 20th century.

The game phenomenon has evolved into different forms together with this development of new media and digital technologies. Over time, terms such a video game, computer game and electronic game have developed, covered collectively by the group term of **digital games**.¹⁷ J. Juul characterises any game implemented using digital technology as a digital game. This interactive software, in his opinion, is used for the purposes of delivering multimedia entertainment.¹⁸ While the history of digital games, video games and computer games dates back a little over fifty years,

¹³ HUIZINGA, J.: *Jeseň stredoveku/ Homo ludens*. Bratislava : Tatran, 1990, p. 240.

¹⁴ CAILLOIS, R.: *Hry a lidé*. Prague : Nakladatelství studia, 1998, p. 25-32.

¹⁵ JOST, F.: *Realita/ Fikce – říše klamu*. Prague : Akademie múzických umění, 2006, p. 36.

¹⁶ FINK, E.: *Hra jako symbol světa*. Prague : Český spisovatel, 1993, p. 19-33.

¹⁷ SALONEN, J., RUUTIKAINEN, P.: E for Experience – Using Game-Based Design Elements in Electronic Services. In KYLANEN, M. (eds.): *Digital Media & Games. Articles on Experiences 4*. Rovaniemi : University of Lapland Press, 2007, p. 92.

¹⁸ For more information, see: JUUL, J.: The Game, the Player, the World: Looking for a Heart of Gamesness. In COPIER, M., RAESSENS, J.: *Level Up: Digital Games Research. Conference Proceedings*. Utrecht : Utrecht University, 2003. [online]. [2016-10-08]. Available at: <<http://www.jesperjuul.net/text/gameplayerworld/>>.

games themselves became a part of American popular culture in the 1970s.¹⁹ It is reasonable to say that this trend appeared in the then Czechoslovakia after the revolution in 1989. Since 1950, i.e. the period after the creation of the first ever video game, to the present, this technological characteristic has become one of the most profitable segments of the global entertainment industry. Access to new technologies gave access to a younger generation of consumers and gave digital games the ability to attract a wider target group of recipients. This action made the phenomenon of digital games an integral part of popular culture, ranking them among one of the most important media facilitating interpersonal communication.²⁰ Acceptance of digital games as media represented the elevation of the game at the end of the 20th century to a relevant object for academic study, with specification of the terms and theories related exclusively to the issue of digital games. This constructed digital games theory pushed the classic human, cultural and philosophical understanding of games theory represented by J. Huizinga, R. Caillois and E. Fink to a completely new perspective investigating the connection with cyberspace and digital media.

Digital games theory, inter alia, defined a set of **game genres**, which sought to provide a unified classification of digital games based on common elements and characteristics features. It could be said that the prefiguration of game types is based on the real world outside of electronic circuits; however, their specific development began in a period when digital games became a part of digital media. The contents of digital games were gradually defined into individual genres that then resulted in games in a specific format. This formatting is limited to the period from the late 1970s to the end of the 1980s. At the start of the 1990s, most of the game genres had stabilised to the forms we currently recognise.²¹ Genres in games are dual in nature. Both *ludic* and *narrative* genres are recognised. The former describes the gaming mechanisms used to play the game (the manner of interacting with time and space, game tasks, etc.), which resembles a musical style. The latter defines the narratives and their audio-visual format and are always based on other narrative media (horror, sci-fi, fantasy, etc.).²² F. L. Spiteri identifies numerous dimensions via which a gaming genre can be characterised and clearly categorised. The basis of his analysis is in analysing the basic “field of the subject”, which the author then divides into smaller groups based on common characteristics, which together define a game genre.²³ While game genres are different from literary, journalistic and film genres in certain regards, genres in all cases represent a specific kind of physical manifestation or phenomenon²⁴ – a work of literature, a journalistic text, a film or, in our case, an analysed digital game.

¹⁹ CHAPMAN, A.: *Digital Games as History: How Videogames Represent the Past and Offer Access to Historical Practice*. New York, Oxon: Routledge, 2016, p. 298-300.

²⁰ CHIKHANI, R.: *The History of Gaming: An Evolving Community*. Released on 31st October 2015. [online]. [2016-10-09]. Available at: <<https://techcrunch.com/2015/10/31/the-history-of-gaming-an-evolving-community/>>.

²¹ *Hry, ktoré definovali “žáner” – FPS (first person shooter)*. Released on 20th October 2010. [online]. [2016-10-14]. Available at: <<http://www.mickthemage.sk/2010/10/hry-ktore-definovali-zaner-fps-first.html>>.

²² BUČEK, S.: Typologie hier nezaložené na herných mechanikách. In *Mediální studia/ Media studies*, 2013, Vol. 3, p. 324.

²³ SPITERI, L. F.: The use of facet analysis in information retrieval thesauri: An examination of selected guidelines for thesaurus construction. In *Cataloguing & Classification Quarterly*, 1997, Vol. 25, No. 1, p. 21-37.

²⁴ APPERLEY, H. T.: Game and Game Studies: Toward a Critical Approach to Video Game Genres. In *Simulation & Gaming*, 2006, Vol. 37, No. 1, p. 8.

2 Digital games theory typology of game genres in journalism

Due to continuous technological development, game genre typology is subject to constant updating, which results in the absence of a generally applicable model for categorising existing game genres into the form of a comprehensively-processed categorical apparatus. One of the secondary objectives of this study is to unify the theoretical approaches taken by digital game experts and the authors strive to provide a holistic perspective on the issue of game genre typology. Many game genres applied to digital games already exist but unclear definitions and the inconsistent classification of genres are readily observed. The theoretical basis provided by various domestic and foreign authors, including P. J. M. Wolf (2001), T. Koza (2006), T. H. Apperley (2006), T. E. Mortensen (2007), M. Malíčková (2008), M. Tichý (2012), J. H. Lee (2014) and J. Radošinská (2016) were used in completing the comprehensive terminology map. Identification and a brief description of selected genres are needed to apply the acquired information directly to concrete examples emanating from journalistic practice.

Action games comprise one of the most basic and most popular genres in digital games theory. Their essence is based on using the physical abilities of the player (skill with the specific gaming platform) and their mental abilities (speed, reactions and reflexes). The player's own individual experience and skill gained when playing allow the user to overcome obstacles, including the ability to eliminate all their virtual enemies. Action games include several sub-genres. One of them is **First-Person Shooter** (FPS). FPS games focus on simulating actual combat or fighting. The player's reflexes and fast reactions are critical in these types of games, which indicates that FPS gameplay quality stems from the level of user experience. These games are essentially a specific form of simulation where the user may be represented by a personal game avatar, but is obliged to respect pre-defined rules that combine to create the game story. It is important to emphasise that the given sub-type of action games is primarily based on multiplayer functionality that adds tension and interactivity to FPS-type games. Another action game sub-genre includes **Third-Person Shooter** (TPS). TPS games are based on controlling an avatar from a bird's eye perspective where the user sees their character and controls them from behind their back. The **action adventure** sub-genre has nearly identical characteristics to TPS games. Given the merging of these sub-genres, it remains difficult at present to strictly differentiate between TPS games and action adventure games with any clarity as their primary characteristics are nearly identical. Among action games, the rising **stealth action** sub-genre is worthy of notice. The player's role in stealth action games is to approach their opponent in the most inconspicuous way possible. Weapons are used to accomplish the defined objective but their usage demands extreme caution. A rash act taken at any point in the game may trigger an alarm that may bring about an early end to the game.

Adventure games are a genre typical for the player entering an imaginary world full of fictional figures and stories. Adventure games, as opposed to action genres, involved more than fighting an opponent; rather they focus on resolving various tasks and mysteries through interaction with other game characters. Adventure games place emphasis on plot, story and atmosphere as time does not play a substantial role. The fact that time is used to exert pressure in terms of the pace

required to resolve virtual tasks is the defining characteristic of **action adventure** genre games (see the action games genre). A large player base was once the pride of **point & click adventures** within which users had to obtain items, combine them and communicate with different characters all while using a simple gaming mouse.

In the case of **Role-Playing Games (RPG)**, the user is “reincarnated” into a unique character in the game, giving them the feeling that they themselves are the hero. Role-playing games offer an alternative reality rejecting rational restrictions while continuing to respect conditionality; ontological reality here is transformed into an unreal reality while retaining respect for causality (cause – effect, action – reaction). The figures, heroes in this case, have unnatural and magic powers and perform various tasks and obtain various abilities. RPG games take place in the world of magic, sci-fi and fantasy stories but may imitate everyday reality in specific instances, and may include roles that almost serve to predict the future (for instance an RPG where the game is played in a post-apocalyptic future). Role-based digital games include the sub-genre of **Offline (Single player) Role-Playing Games** in which there is no multiplayer option. The development of technology and the expansion of the Internet has led to **Massive Multiplayer Online Role-Playing Games (MMORPG)** taking over from SRPG games. MMORPG games enable users to communicate, make transactions, fight and help one another. This phenomenon is basically an RPG game, but the avatars controlled by the computer are replaced by actual players.

The **simulator** genre is characteristic for its ability to accurately imitate elements of real life. Simulators are therefore classified as the most honest copy of reality. The player is in a position able to control all the objects in a game, including the environment, items, characters and their actions. Simulators also excel due to a level of liberty in creating many virtual identities. Within the narrative of the given type of game, a differentiation is noted between two processes: either the user is forced to create a story from the beginning or the user is dropped into an existing plot. **Sports simulators** have become very popular and they simulate various types of sports and physical activities. Their basic trait is competition in the form of artificially created opponents with equal chances. The players meet under ideal conditions to ensure the winner is determined in an undeniable and precise manner. Every game or match includes the existence of specifically defined limits, the players compete without any outside assistance to determine who performs the best in a specific regard. The number of players is variable (one opponent, two teams or an undefined number of players) and victories are final, valid and never in dispute while the players compete simply to demonstrate their dominance and not to cause serious injury to their opponents. **Flight simulators** employ a similar spirit. Such games are conditioned by the desire of players to become pilots. Nearly all flight simulators imitate combat aircraft but there are also so-called peaceful simulators, which do not involve defeating an enemy; rather they offer players the chance to become a pilot and perform all the tasks and activities related to the profession. **Space simulators** represent a specific category and function on a similar principle to flight simulators. **Driving/racing simulators** pit players against one another while driving different types of vehicles. Three different types of production have been identified in these simulators, ranging from entertainment race simulations with simple controls to more realistic simulations and hard-core racing simulators that contain very unrealistic and hyper-realistic elements as opposed to the previous two instances.

Real-life simulators also exist. These simulators emphasise choosing between real-life aspirations with clearly defined strategic boundaries. Real-life simulators invite players to transform their individual perceptions of themselves, their homes, their families and relationships in a virtual environment. The style of this type of game reflects ideals and the value system of the player. Simulation here is understood as imitation of real life, where the user is provided a free hand to construct the game environment, including most of the sundry objects and characters involved. It is important to emphasise that real-life simulators do not have a winner or a loser and they offer a kind of infinite gameplay.

The last basic genre defined by digital games theory is **strategy games**. These games require the players to think logically and are characteristic for strategic decisions and interventions. The objective in strategy games is to eliminate one or more enemies using unique tactics and the user works with a kind of invisible hand that influences the activities and fate of characters on the field of play. **Real-Time Strategy (RTS)** is one sub-genre characterised by complexity within the context of the freedom of action enjoyed by players; the user's actions are implemented almost immediately as they play. This type of strategy is based on a system involving the existence of specific raw materials, buildings or units that the user can exploit to create its own base, train its own units and become a player ready for strategic combat with its rivals. Another sub-genre in this category of games is **Turn-Based Strategy (TBS)** games in which the players take turns. The player responds to the activities of their opponent and may not act until that opponent has finished their turn. TBS games are largely based on chance and luck. The only hope for a user is a favourable coincidence and risk is an essential feature of this sub-genre. Turn-based strategy games involve balancing risk and reward. Everything, down to the smallest detail or the smallest hint that could be considered any kind of signal or warning is critical in TBS-type strategy games. The clarity of limits in this sub-genre is subject to the resolution of existing rules. TBS games are partially based on the principle of the random number generator (RNG) as the player's actions are fully dependent upon events randomly generated by the computer. In practice, we encounter **construction strategy games**, which are commonly interchanged with RTS games, but that feature less fighting and violence when compared to them. A principle based on construction and development of an existing or assigned game environment is the primary focus in construction strategy games. The user's objective is to increase the prosperity and the standard of living in such constructed game environment.

Basic game genres, including their sub-genres, currently overlap extensively. One common example is the combination of action arcade games with role-playing games and the combination of RPG with simulators, action games, adventure games and others are also frequent. For this reason, we posit that no digital game may be strictly defined in terms of typology. It remains an open question as to if this categorical apparatus defined in this section of the study is the same as that presented and applied in actual journalistic practice.

3 Application of game genre typology in a Slovak online magazine focused on digital games

Digital games theory defines five basic game genres: action games, adventure games, role-playing games, simulators and strategy games. Practice demonstrates that an expanded and, to a certain extent, transformed model is in place. Verifying the veracity of this thesis is the subject of the third and final section of this study. For the purposes of qualitative content analysis, we selected a research sample in the form of the *Sector* magazine, which represents the only domestic game-specific magazine published on the Internet. The selection of the research sample was restricted due to its monopolistic position on the Slovak online market.

Sector defines fourteen basic game genres. The first is **adventure games**, which, among others, includes the game *Conarium* (*Zoetrope Interactive*, 2017). The player in this game is responsible for resolving various riddles and mysteries at an abandoned base in Antarctica. *Conarium* and its characteristics (completing tasks and riddles are the primary game objectives) meet all the characteristics of adventure games defined in digital games theory (see *Typology of game journalism genres in terms of digital games theory*). Another game, *Phantaruk* (*Polyslash*, 2016), places the hero in a spaceship to fight dangerous monsters in this field of play. We regard *Phantaruk* to be something other than a typical adventure game as it only fulfils the characteristics of this genre minimally. The player's primary objective is to survive and not to resolve a task or riddle, which means this game is more of an action game (fighting an enemy with the goal of surviving). The avatar is controlled from a first-person perspective, thanks to which we classify *Phantaruk* in the FPS sub-genre of action games.

Another genre is **action games**, among which we include *Butcher* (*Transhuman Design*, 2016). The player becomes a cyborg programmed to eliminate the last remains of mankind. *Butcher* with all its specifics (combat with the enemy, use of weapons, emphasis on a player's physical and metal abilities, the absence of a story or individual tasks and the primary goal of eliminating the enemy) makes it a perfect fit for the FPS sub-genre of action games. *Sector* classifies *GTA 5* (*Rockstar*, 2013) as an action game as well. Classification of the *GTA* series into a single category is impossible to defend as this game and the series combines several genres. The hero's role is more than simply eliminating an enemy; it involves performing defined tasks, which makes the *GTA* series action adventure games in our opinion. Among other features, the fact that the user is "reincarnated" into the game character, giving them the feeling of being the hero in the game, is typical of RPG games. Ultimately, we classify the *GTA* series as an action game, specifically an action adventure game with RPG elements.

Sector includes **action adventure** among the basic game genres, which represents a certain discontinuity of genre typologies as digital games theory classifies action adventure games as a sub group of action games and action games at the same time. A typical example of this genre identified by *Sector* is *Mafia 3* (*2K Games*, 2016). The *Mafia* series has most of the characteristics of the genre of action games (fighting with enemies) and adventure games (performing tasks) but include RPG elements (role-playing). The conceptual design of the *Mafia* series, except for the time plotting

of the game story, is identical to the *GTA* series mentioned above. We agree with the inclusion of the remaining games (*Just Cause 3*, *Rise of the Tomb Rider*, *Watch Dogs 2* and others) into the analysed action adventure genre group.

Racing games, which *Sector* labels as a separate game category, are specified by digital games theory as a sub-genre of simulator games. Games including *Forza Horizon 3* (*Microsoft Studios*, 2016), *Assetto Corsa* (*Kunos Simulazioni*, 2016) and *Project CARS* (*Slightly Mad Studios*, 2015) are all racing simulators that involve players competing using different types of vehicles, which fully complies with the concept of racing sub-genre games in simulator games.

The examined magazine lists **RPG** games as one of the basic types of digital games and includes *Fallout 4* (*Bethesda*, 2015) as an example. In *Fallout 4* the main hero is created by the player and is given abilities that it can use to perform various tasks. The plot is based in a post-apocalyptic environment and the avatar strives to overcome various obstacles, eliminating mutated monsters with the primary objective of completing a mission to save the world. *Fallout 4* is justifiably considered an RPG game and the player is given a specific level of autonomy over the character and the story itself thanks to the presence of dialogues in which the player can provide their own answer. Elevated levels of tension, achieved by action music, a fighting atmosphere, the post-apocalyptic environment and more means that the analysed title shares certain elements of the action genre. The second example from the RPG game list provided by *Sector* is *The Witcher 3: Wild Hunt* (*CD Projekt Red*, 2015). *The Witcher* series uses a combination of several game genres. This game involves a tough and proud monster-hunting fighter and it can be considered to have RPG game characteristics. The authenticity of the title is based on dialogues that the main character has with other characters in the plot. Within the plot, the player can assume further sub-roles including boxer or warrior (action game) or a poker player (turn-based strategy game). This means that despite its clear classification among digital RPG, *The Witcher* is also an action game and a strategic game. One fact of note is that digital games theory considers **MMORPG** a sub-genre of RPG games, while *Sector* identifies it as a separate game category. *Sector* identifies the *World of Warcraft* (*Blizzard*, 2004 – present) series as a typical example. The classification of *World of Warcraft* among MMORPG games is in every way correct.

Sector, just as digital games theory, considers **simulation** to be a major genre. Simulation believably portrays elements of real life, and has been identified as the most faithful imitation of ontological reality. An example is *Stranded Deep* (*Beam Team Games*, 2015). The player takes on the role of a shipwrecked survivor on an island and can control all the objects in the game (to fish, to search through sunken wrecks, to take care of biological needs, etc.). A similar game that plays out in a completely different environment is *Farming Simulator 17* (*Giants Software*, 2016). This game imitates the life of a farmer, including all farm-related activities. *Sector* once again repeats its habit of moving genres, elevating this sub category to a separate genre, in this case the **sport** genre, which digital games theory labels as the sport simulator sub-genre, and the analysed magazine considers to be a separate, independent category. Sports games identified by *Sector* include *FIFA 17* (*EA Sports*, 2016), *PES* (*Konami*, 2016), *NHL 17* (*EA Sports*, 2016) and others.

For **strategy games**, the definition of provided by *Sector* and digital games theory is the same, representing a genre based on the logical thought process of the player and their strategic decisions. One typical strategy game is *Oriental Empires* (*Iceberg Interactive*, 2016) in which the objective is to defeat enemy soldiers in battle (typical of turn-based strategy games) while the player also develops the standard of living in the country by building cities and creating massive armies (typical of construction strategy games). Conversely, *Total War: Warhammer* (*Creative Assembly*, 2016) is based in an environment reminiscent of the Middle Ages and employs classic elements of strategy games (tactics, construction, etc.) combined with various hyper-realistic elements (magic, fantasy, flying items, etc.) more typical of RPG games. The player must also complete various activities and tasks, which is a specific trait of adventure games. Ultimately, *Total War: Warhammer* is categorised as a strategic game with elements of adventure and RPG games.

During our analysis of the Slovak online magazine *Sector*, we encountered genres that were not comprehensively defined by digital games theory. In most cases these included **arcade games** with basic gaming mechanics based on the user's logical thinking, anticipation, concentration and patience while the essence of this genre is based on differentiating the game into individual levels throughout its course (*At the Cage*, *Crash Bandicoot*, *Airheart – Tales of Broken Wings*, *Supermario* and others). **Fighting games** are also identified; these games pit two rivals against one another in a "fight to the death" where the player's objective is to kill their opponent and win the fight (*Tekken*, *Mortal Kombat X*, *Dragon Ball XENOVERSE 2* and others). For **compilation games**, often associated with the term mini games, the primary trait is a simplified rendering of the players given the gaming device in use (*Minimario & Friends*, *Sega Genesis Collection*, *The Rub Rabbits!* and others). **Logic games**, per *Sector*, are games in which success can only be achieved by the user exercising proper logical thinking. Logical games are largely associated with the mini games mentioned above (*Brain Assist* and others). The final genre identified by *Sector* is **party games** based on the interactivity between players and a virtual environment. Most party games currently operate on the principle of augmented reality (*Guitar Hero*, *Just Dance*, *Sing Star* and others).

Based on detailed analysis conducted on the digital gaming-focused magazine included in the research sample, we reached the conclusion that many of the genres defined by digital games theory are defined typologically in an identical manner within journalistic practice. The development of technology did contribute to the development of existing genres and the creation of some completely new genres. We assert that current journalistic practice responds to all changes involving the typology of game genres much more flexibly than digital game theory, even though currentness in this case is not necessarily equivalent to timelessness.

Conclusion

Based on synthesis of the theoretical basis provided by individual authors focused on the genre classification of games in terms of games theory, we compiled a holistic view on the typology of game genres in the form of a comprehensively-processed categorical apparatus. The overview of basic genres and their related sub-genres is provided in Table 1.

Table 1: Overview of basic genres and sub-genres defined by digital games theory

Basic genres	Sub genres
Action games	FPS
	TPS
	Action adventure
	Stealth action
	Other
Adventure	Action adventure
	Point & click adventure
	Other
RPG	Offline (Singleplayer) RPG
	MMORPG
	Other
Simulator	Sports simulator
	Flight simulator
	Space simulator
	Driving/racing simulator
	Life simulator
	Other
Strategy	RTS
	TBS
	Building strategy
	Other

Source: Own processing

Based on qualitative content analysis conducted on the research sample of the Slovak online magazine *Sector*, we identified differences in the categorisation of games in which there is a lack of defined sub-genres. *Sector* provides a specific typology of basic game genres, which has been elaborated in a transparent manner into Table 2.

Table 2: Overview of basic genres defined by the Slovak online game-magazine Sector

Basic genres
Adventure
Action
Action adventure
Racing
RPG
MMORPG
Simulation
Sports
Strategy
Arcade game
Fighting game
Compilation/mini game
Logical game
Party game

Source: Own processing

A comparison of the identified theoretical bases and their subsequent practical application into the environment of an online gaming-focused magazine, we determined that:

- many of the basic genres defined by digital games theory are typologically defined identically to those used in journalistic practice (adventure games, RPG, etc.),
- some of the defined genres in both cases are identical in terms of content but their labels are different (action game – action, strategy – logic game),
- *Sector* describes several basic genres that are undefined by digital games theory (party games, mini games and fighting games),
- the most evident difference between theory and practice is the absence of sub-genres in the classification of games in the analysed magazine while practice does show the classification of many games theory-based sub-genres as separate genres altogether (sports, action adventure),
- the classification of a specific game into a specific genre in *Sector* is erroneous in many cases, meaning that the analysed game does not fulfil the content characteristics of the given genre (e.g. the *GTA* and *Mafia* game series, *The Witcher* and others).

In concluding, we state that while current journalistic practice is much more flexible when compared to games theory, its currentness is not necessarily a good indicator of permanence. Inter alia, there is a merging of genres and sub-genres, and the creation of new categories and their subsequent demise is a constant process. The classification of a game into a specific genre or sub-genre is therefore considered an exceedingly difficult and often unsuccessful process for this reason.

Acknowledgement: This study was completed within a research project supported by Science Grant No. 1/0611/16 named “Multi-platform concepts of journalism in the context of the development of digital technologies in the media environment of Slovakia” awarded by the Ministry of Education, Science, Research and Sports of the Slovak Republic and the Slovak Academy of Sciences (VEGA).

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INFLUENCE OF THE MEDIA ON MEDIA LITERACY IN CONSIDERATION OF “BABY BOOMERS” GENERATION

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Abstract

Media literacy is an actual problem not only of an individual but the whole society since the media present a part of our everyday life and influence us from all sides. In the first part of the paper we focus on the basis and importance of media education, media literacy, media competencies and on degree of the media influence on media literacy itself. In the second part we concentrate on older generation, so called Baby boomers generation which in contrast to young generation did not grow up in media environment and receives the media content from a different point of view. The third part of the paper presents the results of the research by which a degree of the media influence on media literacy of Baby boomers generation was found out and its main goal was to find out behaviour of this generation towards the media and this specific generation perceive the media.

Key words:

Baby boomers generation. Information and communication technologies. Media competencies. Media education. Media influence. Media literacy. The media.

Introduction

At present even if we wanted it is simply not possible to ignore coexistence of people and the media which literally influence us from all sides and are closely related to the quality of life of all of us. Nowadays the media present an inseparable part of life of an individual, social groups and the whole society as well. They influence us in different ways and we are not often aware of it. The competence to use the media effectively and use their product is not inborn but gradually acquired during the whole life of an individual. From this point of view, it is a must to find out to what degree the media make their influence on the society. That is why it is important to know when an individual makes decisions himself and when and to what degree his decisions are influenced by the media. It is also important to know if an individual is able to keep on the top of information flow, if he is able to process, analyse, classify and evaluate the acquired information adequately and utilize them effectively.¹ Particularly these attributes represent media literacy which results from the process of media education. The target group in the process of life long education is presented by all age groups of population but under the impact of a rapid development of communication technologies higher emphasis is placed on adult population. Media literacy becomes an instrument aimed at elimination of generation differences and social exclusion which ensures presumptions for each individual to have an access to the media and new communication technologies. Improvement of media literacy especially in the area of utilization of new information and communication technologies may bring benefits not only to an individual but also to the society in contemporary technologically oversaturated world.

¹ KOREŇOVÁ, D., ČEPELOVÁ, A.: Factors influencing process management and effective operation of public administration organizations. In *Actual Problems of Economics*, 2016, Vol. 177, No. 3, p. 81.

1 Media literacy as a result of media education

For the development of media education in Slovakia the year 2009 was revolutionary since supported by the initiative of culture government department *Conception of media education in Slovakia in context of lifelong education* was developed and media education is defined as “lifelong, systematic and meaningful process of media competencies acquisition and media literacy increase and its main goal is to support responsible media utilization and develop critical attitudes related to media content pointing out moral principles and humanism.”² Conception of media education is aimed not only at information acquisition and critical approach but also at acquirement of skills, media competencies or ability to analyse, evaluate or develop acquired media content so that in the end it is effectively utilized. Media education is a process of obtaining or more precisely continual increase of media literacy level related to the media and communication technologies development and at the same time media education becomes a part not only of the process of socialization but of general and lifelong education as well. Because of close connection of these two terms media literacy is often and incorrectly perceived as a specific educational process. But this process presents the conception of media education itself and it is a medium or an instrument to obtain media literacy. Media literacy is a goal and result of media education process. It is a meaningful and long term educational process in which an individual is supposed to acquire and strengthen critical thinking, ability to solve his problems and become a man of information judgement and creation.³

1.1 Media literacy vs. media competencies

The term media literacy is defined from many different points of view since a lot of domestic and foreign authors dealt with it and the topic of media literacy was an object of several researches and studies. Common elements of most of its definitions is that media education is a complex and systematic process whose goal is to develop a qualitative change of an individual which is known as media literacy.⁴ According to W. James Potter, a well-known American expert at these issues media literacy is “the set of perspectives from which we expose ourselves to the media and interpret the meaning of the messages we encounter.”⁵ The term can also be found in European authorities’ documents. The European Parliament Resolution of 16th December 2008 concerning media literacy in the digital world (2008/2129(INI)) in point 8 states that “media literacy means to have an ability to use various media individually, understand different media and media content aspects and to review them in a critical way as well as communicate in various connections and develop and spread media content; apart from that it says that since there is a high number of available resources the most important ability is to filter and classify information coming from a huge amount of data and pictures of new media.”⁶

² *Koncepcia mediálnej výchovy v Slovenskej republike v kontexte celoživotného vzdelávania*. Bratislava : Ministerstvo kultúry Slovenskej republiky, 2009, p. 24.

³ PETRANOVÁ, D.: Mediálna výchova. In MAGÁL, S., MATÚŠ, J., PETRANOVÁ, D.: *Lexikón masmediálnych štúdií*. Trnava : FMK UCM in Trnava, 2011, p. 401.

⁴ VRABEC, N.: *Mediálna výchova: teoretické východiská a trendy*. Trnava : FMK UCM in Trnava, 2013, p. 45-46.

⁵ POTTER, W. J.: *Theory of media literacy. A cognitive approach*. Thousand Oaks, California : SAGE Publications, 2004, p. 58.

⁶ *Uznesenie Európskeho parlamentu zo 16. decembra 2008 o mediálnej gramotnosti v digitálnom svete (2008/2129(INI))*. [online]. [2016-09-12]. Available at:

At the most general level media literacy can be defined as a set of skills and abilities as the inevitable assumption of responsible media utilization and responsible approach to them and since they determine the communication process. Definition frame of media literacy is made up of a sum of skills and abilities related to the media approach which can be summarized in four basic areas and they are approach, evaluation/critical attitude, analysis and creativity. All the abilities present a factor of individual development and they form consciousness, critical thinking and also the ability to solve problems. In information society media literacy is a basic skill of all age groups and is considered to be one of the basic presumptions of active and full-valued citizenship and an instrument of elimination of social exclusion risks.⁷ In some literature media literacy is referred to as a synonym of media competency. In Anglo-Saxon literature they do not differ between these terms and because there is definitely a difference there "it is not right to perceive the terms media literacy and media competencies as terminological equivalents. It results from the definition of basic terms of competency as ability (a wider term) and literacy considered to be only a basic ability and so a part of (complex) competency".⁸ In spite of that it is important to point out that media literacy and media competencies are closely connected. "Almost everyone who understands the media can be marked as media literate but not everyone is able to interpret media contents",⁹ in other words being "literate" does not automatically mean being competent, i.e. being able to distinguish between own interests and interests of the media owners in receiving media content.

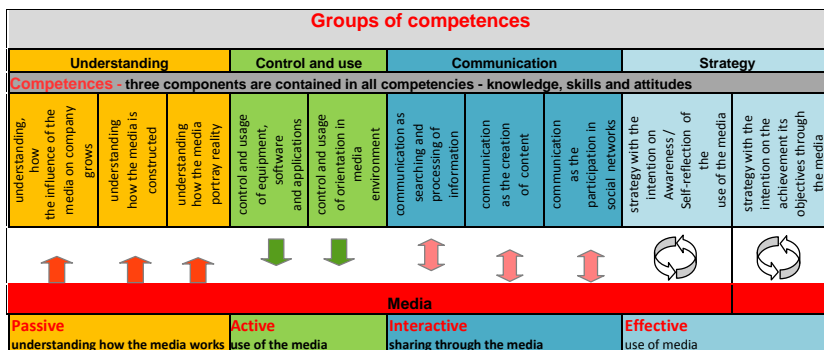
By means of competencies or abilities necessary for active human participation in current media society we are able to describe media literacy in details. That was why Mediawijzer.net addressed experts in this area and asked them to create a complex model of media competencies (Picture 1) and its result is an associating model containing ten media steps and providing general summary of media literacy. The model results from the report *Measuring media literacy* (2011, EYE and others) and knowledge of participating experts.

<<http://www.europarl.europa.eu/sides/getDoc.do?type=TA&reference=P6-TA-2008-0598&language=SK&ring=A6-2008-0461>>.

⁷ *Koncepcia mediálnej výchovy v Slovenskej republike v kontexte celoživotného vzdelávania*. Bratislava : Ministerstvo kultúry Slovenskej republiky, 2009, p. 25.

⁸ KAČINOVÁ, V.: Terminologické problémy mediálnej výchovy. In *Communication Today*, 2012, Vol. 3, No. 2, p. 36.

⁹ PETRANOVÁ, D.: Mediálna výchova. In MAGÁL, S., MATÚŠ, J., PETRANOVÁ, D.: *Lexikón masmediálnych štúdií*. Trnava : FMK UCM in Trnava, 2011, p. 402.



Picture 1: Model 10 Competencies of media literacy

Source: 10 kompetencií mediálnej gramotnosti. [online]. [2016-09-18]. Available at: <<http://www.statpedu.sk/sites/default/files/dokumenty/ucebnice-metodiky-publikacie/10%20kompetenci%C3%AD%20medi%C3%A1lnej%20gramotnosti.pdf>>.

Media education content aimed at acquisition of media literacy and development of media competencies should reflect especially the following topics:

- Media and everyday reality existence, living of reality, consumption of media contents and messages, creation of a form of everyday culture by the media.
- Mass media typology from the point of view of defining their basic functions and characteristics in the area of creation and production.
- Characteristics and differences between public and commercial media from the point of view of their position, function, financing and legal frame and from the point of view of their specifics of their creation, production and distribution.
- Typology of media contents and messages recipients in context with their social status, level of their intellectual and cultural needs and social convention; the way in which particular groups behave in a role of a recipient of selected media products.
- Fundamental regularities of media contents perception – impact of content and form, deformation in perception, psychological aspects of perception.
- Stereotype, standardization, unification and homogenization of media culture.
- Particularities of media products development in context of genre, thematic and realization procedures.
- Development and principles of mediated “media reality” in confrontation with surrounding reality.
- Impacts of media effects – positive, negative, neutral.
- Media institutions participating in creation and distribution of a particular product.
- Media products (content, form, means of expression, media context in which a product is broadcast).
- Creation, printing and distribution of periodic press, principles of editorial work, sale and market.
- Broadcast transmission, radio genres, their characteristics, specifics, music programmes and competitions, phenomenon of “radio Superstar”.

- Television as an influential social medium and the way of free time utilization.
- Structure of television genres, their particularities, differences.
- News, news genres, objectivity and news priorities, construction of reality, tools of public opinion manipulation, influencing of attitudes and recipients' opinions.
- Phenomenon of film, means of expression, principles of creation, distribution and utilization of film production.
- Advertisement as a part of mass communication. Advertising products, their typology from the point of view of their form, means and utilization.
- New media and their importance for an individual and society, phenomenon of virtual reality.
- Heroes and celebrities of media world – principles of their creation, presentation and functionality in the life of an individual and society.
- Various types of reality-show in the media.
- Own production of media products.
- Different ways of presentation of particular content by various media.¹⁰

1.2 Media influence on media literacy

The media present a very strong tool of society socialization and their influence on an individual, a group or society is relatively high and impacts on everyday reality. On the one hand they make information available, enable exchange of knowledge but on the other hand they also bring negative influences especially the risk of manipulation, so they may present a challenge and an opportunity as well. The media sometimes show, bring or display unrealistic facts by which they try make their content more attractive, enforce their views and direct their recipients towards the direction which brings benefits to them. Impact or influence effects of the media can be characterized due to various parameters whether from the time point of view (short term/long term) or from the intention point of view (caused intentionally or not). It is also important to characterize whether it concerns direct impacts, i.e. influencing directly through the media or indirect impacts mediated by the somebody else. We also distinguish the character of impacts, i.e. the way in which public accept provided information (behavioural, cognitive, emotional, physiological, societal and subjective effects, i.e. own approaches). W. J. Potter presents an overview of individual impacts of media influences in an interaction with time horizon (Picture 2).

¹⁰ POLÁKOVÁ, E.: *Mediálne kompetencie. Úvod do problematiky mediálnych kompetencií. Zväzok 1.* Vranov nad Topľou : Elibrol, 2011, p. 26-27.

Type	Immediate	Long Term
Cognitive	Temporary learning	Hypernesia Generalization Exposing secrets Framing of life
Attitudinal	Opinion creation Opinion change	Sleeper effect Reinforcement Internalization
Emotional	Temporary reaction	Sensitization
Physiological	Temporary arousal	Increased tolerance
Behavioral	Imitation Activation	Habit formation Disinhibition Altered behavioral patterns
Societal		Moving mean of society Institutional change

Picture 2: Media Effects Template

Source: POTTER, W. J.: *Theory of media literacy. A cognitive approach*. Thousand Oaks, California : SAGE Publications, 2004, p. 81.

The media also influence creation of prejudices against the others, especially ethnicities. The media define some groups of people or types of behaviour as unsociable and unacceptable. They “label” them as unacceptable types, and in this way include them among unacceptable types and this is the process of stereotyping or social qualification of particular groups presenting common sings of a set of values, judgements and assumptions related to behaviour of such groups, their features, history and development.¹¹ The media make us feel strong “labelling” since they do not always bring correct and objective content concerning reality. And this is also the reason why it is important to develop media literacy so that individuals are able to analyse, classify and evaluate perceived media content and find out if it brings positive or negative value orientation.

2 “Baby Boomers” generation and their level of media literacy

The target group of media education in the process of lifelong education are all age population groups. In contrast to traditional approach and under the impact of extensive development of communication technologies also adult population is more frequently included among target groups and more attention is paid to this group since they did not grow up in the period in which information were spread by technologically advanced devices in comparison to younger generations and that is why their ability to analyse, classify and evaluate perceived information is worse. So media literacy becomes an instrument by which it is possible to eliminate generation gaps and social exclusion which ensures assumptions for each individual to get an access to the media and new information and communication technologies (hereinafter abbreviated to IKT).

In general, nowadays people may be divided into three basic generations. The difference among the generations is that they understand the world, values and

¹¹ JIRÁK, J., KÖPPLOVÁ, B.: *Médiá a společnost*. 2nd Edition. Praha : Portál, 2003, p. 141.

technologies in a totally different way. It concerns the following division of generations:¹²

1. **Generation Y** – marked as the millennium generation since the people born after 1981 belong here. Its members are characterized as liberals when it comes to their attitudes towards values, culture, social area, politics, marriage and marriages of the same genders and drugs legalization. These attitudes result to more indifferent attitudes towards solutions of life situations like work, living, parenting, social security, etc. But this generation totally got used to major achievements of IKT and cannot even imagine to live without their everyday utilization. Their characteristic feature also is that they were grown up under the influence of the media i.e. since during their childhood they got and perceived information from the media environment and due to it a gap – so called informative and media gap arose between the generation Y and other generations.
2. **Generation X** – is a generation coming after war period, it means from 1965 to 1980. Characteristic features of this period is decrease of high birth-rate, cultural development, economic uncertainty but at the same time prosperity all resulting in larger distances of economic layers of population. It concerns well educated, active and family life respected generation. In this period introduction of machines into mass production continues and also consumption of goods and services increases. Generation X is a generation which experiences the first real contact with the media, such as colour televisions, wire telephones and later computers and start of mobile phones, but they were not so widely utilized in commercial sphere as we know it today.
3. **Baby boomers generation**

Generation “Baby boomers”

Generation Baby boomers (hereinafter abbreviated to BB) includes people who were born after World War II, it means from 1946 to 1964. This period was named as “baby boom” because during this period a birth-rate increased sharply. The period is also characterized by after war world organization, increasing rate of economic prosperity, human rights movement, political unrests, space flights, women emancipation, etc. In the territory of former Czechoslovakia a lot of social and cultural changes occurred. Manual work is characteristic for this period as well as beginnings of mass expansion of mechanization, but still it was the period in which a human’s role in processes was irreplaceable and machines only helped increase the total production.

From the point of view of media concept, it is typical for BB generation that they grew up accompanied by the radio and television but of course in their simpler form, because the time was not so technologically advanced as it is today. The main sources of information were books, newspapers and oral speech which in the past was the most important information exchange medium among people. Gradually the above mentioned sources of information became less important and more modern media like internet and mobile phones became more popular and they started to

¹² WALLOP, H.: *Gen Z, Gen Y, baby boomers – a guide to the generations*. [online]. [2016-09-20]. Available at: <<http://www.telegraph.co.uk/news/features/11002767/Gen-Z-Gen-Y-baby-boomers-a-guide-to-the-generations.html>>.

influence individuals from all sides and the final result was that individuals were swamped under with a huge amount of information and they were not always able to evaluate, process or effectively utilize information for their own benefit. Suddenly information was available to the whole generation and a problem arose. The fact is that this generation does not always know how to deal with information searching. The reason is the fact that generations X, Y and Baby boomers grown up in a totally different media environment. In 2014 M. Rudašová did research in the area of digital literacy whose goal was to analyse actual situation of digital literacy of above mentioned generations in Slovakia and focused especially on BB generation. The results showed that when it comes to digital literacy of individual generations, BB generation fell markedly behind the X and Y generations (Chart 1).

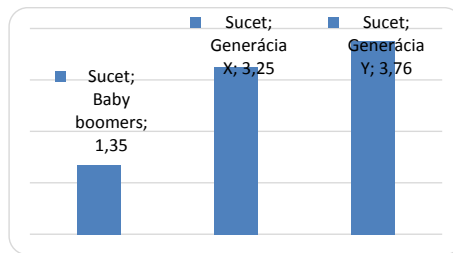


Chart 1: Evaluation of total level of digital literacy of individual generations.

Source: RUDAŠOVÁ, M.: Causes of low digital literacy of the oldest generation and reasons for the lack of interest in information and communication technologies. In *Proceedings of the International Masaryk Conference for PhD. students and young researchers*. Hradec Králové : Magnanimitas, 2014, p. 3414.

As it can be seen from the graph, BB generation achieved an average result in finding the level of digital literacy equal to 1.35 points, generation X achieved an average result 3.25 points and generation Y achieved an average result equal to 3.76 points. Generation of BB was markedly behind the other two generations and this was the impulse to do the thereafter submitted research whose aim was to find out media influence on media literacy of this specific generation.

3 Research aimed at media influence on “Baby boomers” generation media literacy

The aim of the research was to find out to what degree the media influence media literacy of BB generation and also to find out how BB generation behaves in relation to the media and how the media are perceived by this specific generation. From the research content point of view, the aim was to find out how much time BB generation spends with the media, what are the main reasons of media utilization and if information published in the media are perceived by respondents as the truthful ones and if the respondents think that the media behaviour is manipulative.

In the research 3 hypotheses were determined:

- *Hypothesis no.1:* BB generation believes that the media do not influence public opinion.

- *Hypothesis no.2:* BB generation is sure that the media behaviour is not manipulative.
- *Hypothesis no.3:* Education of BB in the area of media and using information is not necessary.

The basic set of respondents was made up of the BB generation ones. The number of research sample was 74 respondents. The technique of sample selection: simple random selection. Description of sampling set: 40 men and 34 women. The target group was a group of respondents regardless of their gender, and the only condition was to be included in BB generation, i.e. be born in the period from 1946 to 1964. The reason of selection of respondents was a fact that we are interested in how the media influence media literacy of this group. In the research primary data acquired from the questionnaire were used. Questionnaires were filled in personally and each question was asked orally. The primary tool to do the research was a questionnaire and method of questioning. The questionnaire contained 9 simple questions related to the questions we asked and based on which we were able to verify respectively falsify defined hypotheses. All the questions were closed. Within the research the piloting was carried out. Inspection of questions correctness was verified among our friends from BB generation. Respondents did not have any problem to understand the questions and no modification of the questionnaire was necessary so we could start the second phase. In this phase we asked in total 10 respondents to provide their responses. Terrain collection of data was carried out in September 2016, in Košice district. Research evaluation was executed in October 2016. Collection of data was realized on the base of questioning using the questionnaire.

Research results interpretation and conclusions:

- It resulted from the research that the medium which is used on a daily basis is Television which is watched by 66% respondents of the total number respondents. Based on that we can state that press, radio and internet do not play important part of BB generation life. The influence of television is the highest since this is the medium which is able to provide and distribute a huge amount of selected information for numerous masses. Respondents saw the advantage of television in its ability to affect not only the sense of hearing but also the sense of seeing and in this way it affects two senses.
- It resulted from the research that most respondents (58%) spend about 6 to 8 hours in contact with the media, and this is a strong time extent. Here we may state that watching television 6 to 8 hours a day influences BB generation quite markedly. Within such a long time as it was founded out different types of information are offered to this generation and the information which are supposed to be strengthened are repeated and in this way also the members of BB generation start remember them. Based on this we can assume that if television wants to present a particular type of information aimed at this target group this information would attract their attention and at the same time it could look as trustworthy information since it is repeated several times and does not look as random information.
- It resulted from the research that its respondents use the media most frequently with the aim to get information (41%). The next reason of the media utilization is spending free time (30%) and education (20%).
- It resulted from the research that the most interesting topics for the respondents are politics (27%), weather (24%) and criminalistics programmes (16%). Based on the research results we can conclude that also the previous

question and respondents' responses saying that they use the media for getting information was confirmed by the responses to this question since the most interesting topics are of informative character. The conclusion is that the respondents' answers were truthful. When we look at the areas like politics and criminalistics programmes we may state that they concern information with a very strong emotive base and are able to influence public opinion.

- It resulted from the research that exact half of the respondents (50%) does not consider information presented by the media to be complete and truthful. We may assume that BB generation in spite of active perception of information especially from television and during quite long day time frame always evaluates this information and thinks of its character. So there is an assumption that even if some types of information are presented several times a day and seem to be truthful they do not have to present definite and valid information for BB generation.
- It resulted from the research that (69%) respondents think the media influence public opinion. Majority of BB generation is sure that in spite of the media effort to act and present information professionally the influence of the media on public opinion is very high and strong and in this way may seem to be dangerous for society.
- It resulted from the research that most respondents (65%) think that behaviour of the media is manipulative and they confirmed that presented information is presented so that they influence public opinion and not in the way in which they would inform objectively since this should be the primary media purpose. The result is that the media are perceived as manipulative by BB generation and this can be seen as their negative feature and generate prejudices against information presented in the media.
- It resulted from the research that most respondents (80%) support the idea that education of BB in the area of the media and using information presented in the media is necessary.

Verification and falsification of hypotheses:

Hypothesis no.1 which predicated that BB generation believes that the media do not influence public opinion was disproved. Hypothesis no. 2 which said that BB generation is sure that the media do not behave manipulatively was disproved. Hypothesis no. 3 which claimed that education of BB in the area of the media and using information is not necessary was disproved. Based on the research results we can conclude that BB generation in spite of their age is able to perceive information presented by the media in a reasonable way. The research showed that this generation even if they spend a lot of time especially on watching television are able to select information and evaluate what is perceived. This generation does not believe everything what is presented and generates their own opinion. BB generation expressed their belief that behaviour of the media is manipulative and that they influence public opinion. The final result is that it is really necessary to educate BB in the area of media ad using information presented by the media.

Conclusion

People meet with the media influence since their birth and becomes its part for the rest of their lives. Whether consciously or unconsciously they perceive media content by various media and mass media means such as television, radio, music, films,

newspapers and magazines, web sites, social networks, mobile phones or advertisements. But it is very important to manipulate with the media content properly and always see the whole picture so that we are not blindly influenced by the media. It is necessary to know to analyse, classify and evaluate perceived information but due to the technical progress it is not so easy for all the generations. After implementation of information and communication technologies into our everyday life also classification and effective utilization of information became more difficult especially for older generation since they were not so closely connected with information distribution by technological innovations. The main sources of information for older generation were books, newspapers, magazines and oral speeches which was the most important information exchange mean among people. Gradually the above mentioned sources of information became less important and more modern media like radio, later television and finally internet and mobile phones became more popular and they started to influence individuals from all sides and the final result was that individuals are swamped under with a huge amount of information and they are sometimes not able to evaluate or process it. In the end we can add that the media bring also negative media effects, manipulation being the most frequent one. But on the other hand they bring benefits to any area and it is up to us to choose the way how to approach them and to utilize them to our advantage and effectively as much as possible.

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PLAYING VIDEO GAMES IN RELATION WITH LIFE OF YOUNG PEOPLE: RESULTS OF QUANTITATIVE SOCIOLOGICAL RESEARCH

Martin Fero

Abstract

The article presents results of a quantitative research realized in 2013 on a representative sample of students of the third year of high school in Slovakia (n=1968). Interpretations of research results are based on statistical analysis of responses from standardized questionnaire that records the current rate of playing video games and media content preferences relatives to playing PC games among young people. A significant part of the analysis is monitoring correlations between playing video games and media content preferences, family environment of young people and social climate in their family, in relation to the use of their leisure time, in relation to the study, the consumption of addictive substances, or in connection with young people's attitudes to marriage, religion and minorities.

Key words:

Monitoring differences and correlations and base of socio-demographic characteristics. Playing video games. Preferences of media content. Quantitative research. Young people.

1 Introduction

According to the latest data from the study named Millennials +, that was realized by research agency TNS in 2014, results that young people aged 12-26 years (n = 1,500) spend on the internet an average of four hours per day, and with increasing age decreases their interest in PC gaming and spend more time communicating, searching for information and education.¹ This trend was observed before by study named Youth and media in 2008, which prove that only 32% of high school students do not play computer games.² Similar results was recorded by another research in 2011, in which only 31.8% of nationwide sample of students do not play computer games at all, and on the other hand, 11.8% of them are playing computer games for more than 3 hours per day. This research also reveals very significant differences in playing computer games among boys (11.3% do not play at all) and girls (45.9% do not play at all), while almost a quarter of boys are playing computer for more than 3 hours a day.³ Equally significant differences in playing computer games by gender was recorded also on a representative sample in the sociological research headed by J. Matulník in 2006.⁴ Young people searching for information are most interested in web sites related to music (54% very interested), to movies (34% very interested), to sports (25% very interested) and to computer games (23% very interested). To a lesser extent are interested in following topics (in order of decreasing preferences): fashion, animals, show business / celebrity news, online shopping, health / healthy

¹ *Research study TNS, Millennials+, realized by research agency TNS Slovakia, 2014.* [online]. [2014-10-21]. Available at: <<http://millennials.tns-global.sk>>.

² VRABEC, N.: *Mládež a médiá: Mediálna gramotnosť mladých ľudí na Slovensku.* Bratislava : IUVENTA – Slovenský inštitút mládeže, 2008. [online]. [2014-10-16]. Available at: <https://www.iuventa.sk/files/documents/7_vyskummladeze/publikacie/media_mlade.pdf>.

³ KOPÁČIKOVÁ, J. et al.: *Čítanie mládeže v Slovenskej republike, Interpretácia výsledkov výskumu.* Bratislava : Slovenská asociácia knižnic, Equilibria, 2011. [online]. [2014-10-14]. Available at: <<http://www.sakba.sk/dokumenty/2011/citanie-mladeze.pdf>>.

⁴ MATULNÍK, J. et al.: *Analýza sociálnych a zdravotných dôsledkov zmien demografického správania na Slovensku.* Trnava : Typi Universitatis Tyrnaviensis, 2006, p. 198.

lifestyle, newscast, environment. Young people are least interested in web site topics related to religion, respectively. spirituality, economics and political parties. The largest part of young people is using the internet to electronic communication (87%), downloading music (83%) and videos (82%) and viewing pictures and photographs (74%). On-line TV are watching by 40% of young people.⁵

2 Methods

The main objective of this study is to interpret results of sociological research, where in an effort to further explore the various relevant areas of life of young people we tried naturally to observe also intensity of digital media use by young people including the extent of PC gaming. The research was conducted by the scientific and pedagogical team of the Department of Sociology at St. Elizabeth University of Health and Social Work in Bratislava. Results are based on analysis of data collected with a standardized questionnaire on a representative sample of students of the third year of high school in Slovakia (n = 1,968) in the period from October 2012 to June 2013. Terrain data collection with researcher's participation allows to collect at same time also the answers of student's parents (n = 770) to similar questions through printed questionnaire, but due to the lower returns their sample cannot be considered as representative. Student's questionnaire contained 77 questions (with a total of 259 variables). The rate of playing computer games and interest in the media content related to the PC games were recorded on a 5-point scale within one set of questions focused on current use of electronic media and media content preferences of young people in Slovakia. In practice, we asked six questions, while 3 of them contain set of subquestions (two closed and one half-open, with the possibility of obtaining up to 24 ordinal and 3 nominal variables), plus one closed and two open questions with possibility to specify up to 3 preferred TV channels and 3 TV shows.

After testing the representativeness of the sample, at first, we performed univariate analysis of each question and then we compared relevant answers by sex, region and type of school, then by the type of family and religion. Then we have testing correlations between playing video games and media content preferences, family environment of young people and social climate in their family, in relation to the use of their leisure time, in relation to the school, the consumption of addictive substances, or in connection with young people's attitudes to marriage, religion and minorities. Correlations between different variables we were testing through Spearman's correlation coefficients, chi-square tests and Cramer's V coefficients, while in pursuit of monitoring the differences we used additional statistical tests (t-test and oneway ANOVA test). Multiple-response questions we transformed in to the useful indexes and through the cluster analysis applied on the set of responses related to the use of digital media and media content preferences of young people we developed a very reliable typology of respondents. The analysis was realized in the

⁵ VRABEC, N.: *On-line generácia: informácie, komunikácia a digitálna participácia mládeže v informačnej spoločnosti*. Bratislava : IUVENTA, 2009. [online]. [2014-10-14]. Available at: <https://www.iuventa.sk/files/documents/7_vyskummladeze/spravy/davm027/on_line_generacia_publikacia.pdf>.

statistical program IBM SPSS Statistics 18.0 and results were interpreted and graphically edited in MS Office 2016.

3 Results

Playing computer games is not as intense as we could expect because of previous researches on young people (up 56.2% of young people said that does not play games at all or play only occasionally). However, about 1/4 of young people are playing PC games at least one hour per day. Naturally, we have observed some mutual correlations in the use of digital media. These strongest are between watching movies or video on the internet and the extent of use of social networks on the internet (Spearman's rho = 0.273**), and the extent of playing video games (rho = 0.269**) and the extent of using the internet for work and education (rho = 0.192**). Interesting finding is that playing video games significantly correlates only with watching movies and videos from the internet.

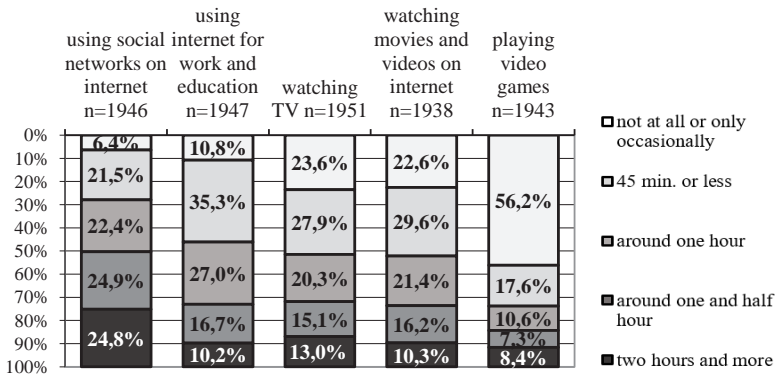


Chart 1: The percentage of the responses on the question: *How much time usually do you spend a day doing these activities?*

Source: Own processing

As expected from the literature, we find quite significant differences in playing computer games by gender. When men quite clearly dominate in playing computer games (Cramer's V = 0.446**) while almost a half of young students is playing computer games at least one hour a day. More than 3/4 of women, on the contrary, do not play computer games at all or only occasionally, but certainly not every day. Despite this significant difference in playing computer games, we found that both men and women are playing PC games at least in comparison with onther digital activities in their leisure time. So is very interesting that if we count a total media use without playing computer games and use of the internet for work and education, women expressed generally a higher intensity of use of digital media than men.

MARKETING IDENTITY

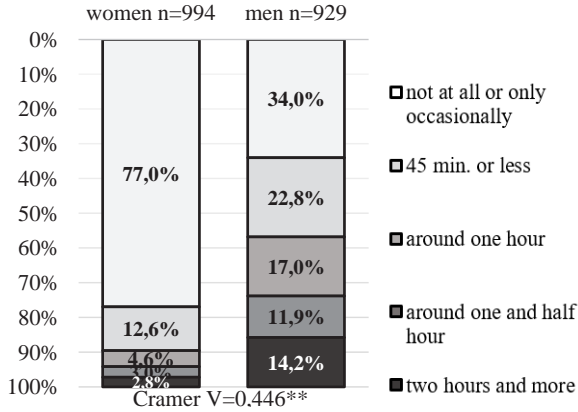


Chart 2: Comparison of the responses of men and women on the question: How much time usually do you spend a day playing video games?

Source: Own processing

Other differences, but not so significant, we can monitor in the intensity of PC gaming by type of school (Cramer's $V = 0.082^{**}$). Comparing the entire sample of students, we can see, that students of secondary vocational school are playing video games the most, students of secondary professional schools a little less and students of high school the least. However, applying our previous founding that men are playing video games significantly more than women, this observed trend is inverted. So, we can finally said, that if students of high school are men, they are playing video games significantly more than they femal classmates and more than other men from other types of school (Cramer's $V = 0.084^{**}$).

all students (men and woman)

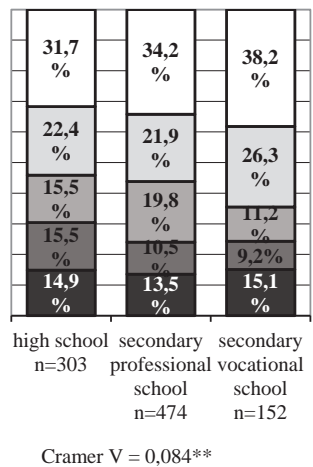
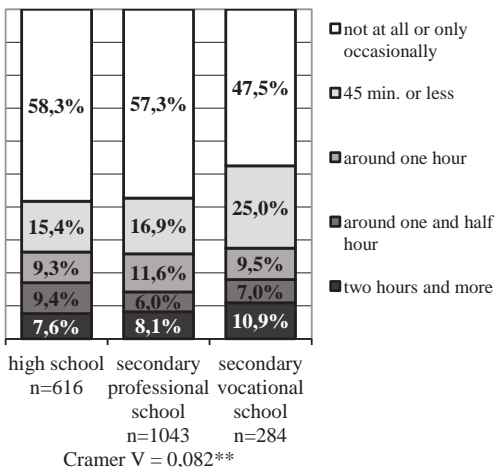


Chart 3: A comparison of the responses on the question: *How much time usually do you spend a day playing video games?* by type of school (left side: all students; right side: only men)

Source: Own processing

Focusing on correlations between playing video games and the relationship of young people to the school, we found that those students who spend more time playing video games ...

... devote less time daily for their preparation to school (Spearman rho = -0.235**), consider results in school as no important (rho = -0.190**), achieve worse results in school (rho = -0.203**) and do not prefer reading fiction (rho = -0.156**).

Table 1: A comparison of the responses of students who play and don't play video games

	How much time a day usually do you devote to studying (homework, learning)?				
	45 min or less	around one hour	around one and half hour	two hours and more	don't know
don't play video games	29,2%	17,6%	19,1%	16,3%	17,8%
play video games	40,8%	17,3%	11,4%	6,1%	24,4%

Source: Own processing

Table 2: A comparison of the responses of students who play and don't play video games

	Your grades at the last report card was...			
	Exemplary	Proficient	Sufficient	Not sufficient
don't play video games	27,1%	34,5%	35,7%	2,7%
play video games	14,1%	28,9%	50,4%	6,6%

Source: Own processing

However, those students who spend more time playing video games spend also more time a week doing sports (Spearman rho = 0.115**), in average more than an hour compared to those who don't play video games. But on the other hand, those young people who don't spend time playing video games, they devote more time to the artistic activities (in average 1 hour a week more) and to hobby, professional, or collecting activities (in average 2 hours a week more). Further analysis proves that young people living in single-parent families spend more time daily in total doing various activities on internet or watching TV than young people living in nuclear families. Subsequently, we observe similar differences also in comparison of each single activity related to the use of digital media, where young people living in single-parent families spend in average more time watching TV, playing video games (Cramer's V = 0.067) and using the internet for different purposes than young people living in nuclear families. However, this differences can not be considered statistically significant ($p > 0.05$). Also, as minimal can be considered differences in media content preferences between young people living in different types of families, except for a greater interest of young people living in single-parent families in video games (Cramer's V = 0.072, $p < 0.05$).

Monitoring correlations between the intensity of playing video games and questions revealing the family environment, the relationship of young people to their parents and attitudes toward marriage, we found very interesting observation that those young people who spend more time playing video games, talk less often with their parents about delicate issues (Spearman rho = -0.180**) and their parents more often don't know what their children are doing if they are not at home (Spearman rho = -0.179**). There are no differences between both, gamers and no gamers, in the amount or periodicity of pocket money that give them their parents.

Table 3: A comparison of the responses of students who play and don't play video games

	How often do your parents know where you are and what you are doing when you're not at home?			
	Almost always they know	Mostly they know	Mostly they don't know	Almost always they don't know
don't play video games	50,3%	38,6%	7,7%	3,4%
play video games	34,0%	46,4%	15,2%	4,4%

Source: Own processing

While 1/3 of young people who are playing video games regularly smoke one cigarette a day at least, among the young people who are not playing video games is only 1/4 of them (Cramer's V = 0.074; p <0.01). Similarly, the analysis of responses proves that, the incidence of consumption of illicit drugs is higher among those young people who are playing video games (Cramer's V = 0.097**).

Table 4: A comparison of the responses of students who play and don't play video games

	Have you ever tried any of the illegal drugs?			
	If there is an opportunity, I take it repeatedly	I tried it several times	I tried it once	I have not tried any drug
don't play video games	3,5%	11,4%	19,6%	65,5%
play video games	5,5%	15,3%	22,5%	56,6%

Source: Own processing

Another interesting finding shows that young people who play video games also more likely consume alcohol drinks (p > 0.05), but according to their responses, they were drunk past year less frequently (an average of 13.2 times a year) than those who do not play video games (on average 23.2 times a year). In total are digital media used in a greater extent by young people which don't belong to any religion. Comparing young people which belong to any religion and don't, we can observe the biggest difference in watching movies and videos from the internet (Cramer's V = 0.096**) and in playing video games (Cramer's V = 0.103**), when young believers devote less time per day to these activities than unbelievers. They are also significantly less interested in media content focused on video games (Cramer's V = 0.102*).

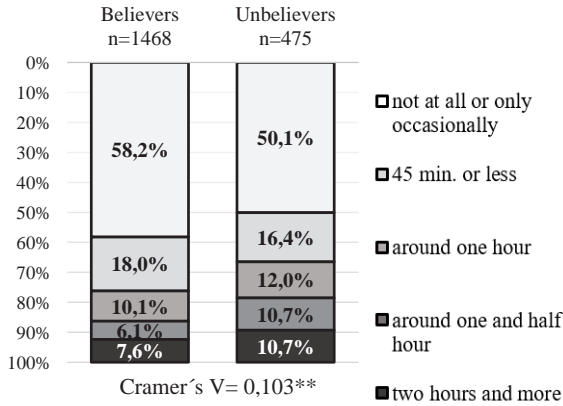


Chart 4: A comparison of the responses on the question: *How much time usually do you spend a day playing video games?* by religion
 Source: Own processing

If we attempt to test correlations between the extent of playing video games and questions which examine further the religiosity of young people, we find some weak, but statistically significant correlations. We can say that those young believers who spend more time playing video games, consider their religion as less important (Spearman rho = -0.103*), less often pray (rho = -0.157**) and less often pray alone (rho = -0.153**). They are also more convinced that if it depended on themselves they will go to church less frequent (Spearman rho = -0.106**) and if they will be 25 years old they will don't go to church (Spearman rho = -0.110**). They believe more in it that some people come into contact with extraterrestrial civilizations (rho = 0.148**), but on the other side, they less often read horoscopes (Spearman rho = -0.163**). For the reason to investigate attitudes of young people to ethnic or religious groups our standardized questionnaire included one semi-closed question with the possibility of multiple response, which was: *"Please consider whether you mind or not mind to have as a close friend someone who is: "* A simple analysis of all responses showed that the most large part of young students would have impeded a friend if he was a Roma (36.2%), only slightly smaller proportion would be impeded if he was a Muslim (29.9%) and even less if he was Jew (19.2%), while among young believers rates are lower than for unbelievers. Further analysis tested if the intensity of playing video games is related to their acceptance of different religious and ethnic groups. The values of the Cramer V, resp. Eta coefficient prove that: Young people who are playing video games in greater extent would have impeded a Roma friend (Eta = 0.133**) and Jewish friend too (Eta = 0.081).

As a good evidence of the fact that playing or don't playing video games is a significant element in the characteristics of young people is a distribution of groups in cluster analysis of our sample. When we modeled an empirical typology of young high school students on the base of differences in the intensity of digital media usage and media content preferences, segmentation ranked players of video games into separate group, while their extent of gaming is extremely higher than in other two

groups. So, all the members of this group could be called using their dominant attribute – the gamers. The typology includes 1,967 respondents and through the cluster analysis, we have identified three empirical types of respondents. The first type consists of 745 respondents, the second of 741 respondents and the third type of 481 respondents. This typology was created by the cluster analysis in the analytical programme SPSS Statistics 18.0 processing the file of under presented questions from the questionnaire (see table 5). Profiles with dominant characteristics of this three groups are presented on the following page.

Table 5: Empirical typology of secondary school students on base of differences in the intensity of the use of digital media and media content preferences (max. = 100)

Items from questionnaire	1st type	2nd type	3rd type	
<i>Watching TV</i>	49,75	31	53,5	↑
<i>Playing video games</i>	7,25	10	60,26	↑
<i>Using social networks in internet</i>	73,75	49	61,5	
<i>Watching movies and video on internet</i>	47,75	21	55,5	↑
<i>Using internet for work and education</i>	57,5	36,75	41,5	
<i>Interested in movies</i>	71,5	47,5	73	↑
<i>Interested in music</i>	89	67,5	80,5	
<i>Interested in video games</i>	16,25	12,75	67,25	↑
<i>Interested in newcast</i>	48,75	33,5	47,25	
<i>Interested in sports</i>	44,75	28,5	66,5	↑
<i>Interested in showbusiness/celebrity</i>	42,25	12,75	21,75	
<i>Interested in health and healthy lifestyle</i>	63,75	37	38,5	
<i>Interested in religion/spirituality</i>	27,5	14,75	19	
<i>Interested in environment and animals</i>	49,75	31,5	40,25	
<i>Prefer reading fiction</i>	37,33	37	18,33	↓

Source: Own processing

Names and profiles with dominant characteristics of groups

Broad spectrum users of digital media	Moderated users of digital media	Gamers
The first type associates young people who among others watch TV in the greatest extent, and on the other hand, play video games minimally, but use the internet to communicate, to work and for education very intensively and are very interested in music, show business / celebrities and healthy lifestyle.	In the second group are present young people who in comparison with the other two groups stand out more in the generally low levels of internet use and television watching. They are also interested in music, but again, compared with other groups, their interest in music and also in other areas is the smallest. They	Third type associates young people who also relatively intensively watch TV, but particularly excel in a very intensive playing video games, and in their interest in them, and as well as excel in a great interest in sports, while other areas of interest are significantly less preferred. Moreover, they watch movies and

Compared with other groups they are interested in the religion / spirituality and the environment the most.	are significantly less than others interested in newscast and sports.	video from the internet in a great extent.
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4 Discussion

Playing computer games is not as intense as we could expect on the basis of previous studies on young people (up 56.2% of young people said that does not play games at all or play only occasionally). According to several published studies (above mentioned studies realized by N. Vrabec in 2009 and J. Kopáčiková in 2011) the proportion of people who do not play computer games at all is around 1/3. Playing video games among young people and also their interest in the media content focused on video games is very closely associated with their less intensive preparation to school, negative attitudes and worse results in school, with their less intense communication with parents about delicate issues and their parents more often don't know what their children are doing if they are not at home. Playing video games among the young believers is also negatively correlated with their private and public religious practices – pray and go to the church less often and generally is religion for them less important.

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MEDIA IMPACT ON PUBLIC POLICY MAKING

Peter Horváth – Ján Machyniak

Abstract

Public policy making is a multi-layer and dynamic process in which very many public policy actors participate. Government as a chief state power representative is one of the actors who needs another key actor (not less important one) in the process of exercising power and the actor is media. The paper investigates the relation between media and policy, it discusses the role modern mass media play in day-to day process of public policy making in a democratic and legislation-oriented country. The topic is based on the theory of public policy making and its position in a modern community where a sequence-based attitude towards public policy making is employed while emphasising the role mass media play in the process of decision making for the sake of public interest.

Key words:

Mass media. Public policy. Public policy actors. Public policy making.

1 Theory of Public Policy Making

For several decades, public policy has represented an independent scientific discipline that to a certain degree may reflect its variety of interdisciplinary approaches towards very different types of problems that need to be resolved in public sector. Public policy originated in the twentieth century, in sixties and was based on the disciplines such as political science, sociology, economics and other scientific disciplines. Its origin can be reasoned by the need to understand specific political problems and factors having impact on some individual (partial) policies, their relations and their social impact that they immediately have.¹ We can assume that up till now there has not been a universal theory-based definition of the notion public policy. To initiate the readers' interest our paper is offering only a few definitions that are written in the field of public policy study. The most often cited definition is the one by G. Peters. According to him public policy is "*a set of activities done by government directly or indirectly influencing citizens operating at three levels: making political decisions, policy products and policy outcomes and impacts.*"² In a simple way, it can be concluded that public policy involves the public and its problems.

J. E. Anderson concludes that "*public policy can be thought of as a purposive course of action undertaken by public authorities, specifically some action designed to resolve some problem or produce some desirable state of affairs that would not occur without government intervention... The activities can be divided into demands, requests, decisions and declaration, acts and (intended and unintended) effects.*"³ At this point it is necessary to think of the definition of public policy by Czech author M. Potůček offering reasons that "*public policy is defined as remaking and employing explanations from the field of sociology, economics, political science, legislation and theory of governance and control and other fields that may result in analysing and making prognoses in the process of formulating and employing public interest while resolving*

¹ POTŮČEK, M. et al.: *Veřejná politika*. Praha : Slon, 2005, p. 23.

² PETERS, G.: *American Public Policy*. Chatham (NJ) : Chatham House, 1993, p. 4.

³ ANDERSON, J. E.: *Public Policy Making*. New York : Praeger Publishers, 1975, p. 3-5.

differentiated social problems. Mostly he deals with institutionalisation and facilitating the processes by public, civic and partially private sectors that can be employed also by the political practice."⁴ The fact that it is impossible fully understand the notion of public policy may be reasoned by the existence of multiple meanings of the definition of policy. In the European setting, the terms such as policy, concept, strategy, or some other terms are sometimes misinterpreted. In this conception it is necessary to emphasise that the English language unlike German, French and Czech and Slovak languages has three dimensions for the notion policy defining three different aspects of policy: politics, polity and policy⁵, the notion "Politics" defines a dynamic process of policy making and embracing diverse range of interests pursued via a conflict and consensus or they are simply not pursued.

The notion also defines a process of making political decisions and political will.⁶ In general it defines a struggle for political power, it expresses a legitimacy of actors' governance, it defines participation in policy making, etc. The notion "Polity" defines a society or space and its structure where public policy is made. In this context it defines a framework of political activities, constitution of a democratic and legislation-based state, political institutions, laws and other procedural rules, diverse traditions and political culture existing in a society. The notion "Policy" expresses policy made through strategies and solutions agreed and accepted. It is a concept enabling not only to grip the way and the technique of governance. In this way, policy principles concern the interests of a group of citizens, interests of a society as a whole.⁷ The term policy is translated into the Czech and Slovak languages as "verejná politika" – public policy, political sector etc.⁸ It is necessary to explain what is meant by policy specifically or public policy.

B. Hogwood and L. Gunn in their work *Policy Analysis for the Real World* (1984) and F. Briska et.al.point out the cross-sectoral characteristics of the term public policy and its origins can be discussed at each of these four levels of abstraction:

- 1/ Firstly, the term can refer to a constructed area or setting in which (public) policy is being put into action. At the broadest level, it can concern following areas: activities of a state or a public sector, measures in health care, policy in education, social affairs, etc.
- 2/ Principles of public policy set up as the most general objective, such as objective set up by the government in specific areas. From the point of view of the duration of the period during public policy operates it can be pointed out that it has mostly middle term till long-term nature.
- 3/ Public policy as real ideas made by a democratic and legislation-oriented government. Real policy making is supposed to be a matter of political authorities and interest groups. It is obvious that in this context public interest is also concerned.

⁴ POTŮČEK, M. et al.: *Veřejná politika*. Praha : Slon, 2005, p. 21.

⁵ FIALA, P., SCHUBERT, K.: *Moderní analýza politiky. Uvedení do teorií a metod policy analysis*. Brno : Barrister a Principal, 2000, p. 36.

⁶ GUŤAN, D.: Účinná komunikácia samospráv. In MAGÁL, S., MATŮŠ, J. (eds.): *K problémom mediálnej komunikácie II. Mediálne kompetencie v ére nových médií. Marketing a vzťahy s médiami*. Trnava : FMK UCM in Trnava, 2010, p. 477.

⁷ BRIŠKA, F. et al.: *Teória a prax verejnej politiky*. Banská Bystrica : Univerzita Mateja Bela v Banskej Bystrici. Fakulta politických vied a medzinárodných vzťahov, 2010, p. 23.

⁸ VESELÝ, A., DRHOVÁ, Z., NACHTMANNOVÁ, M.: *Veřejná politika a proces její tvorby. Co je „policy“ a jak vzniká*. Praha : UK FSV, 2005, p. 7.

The public interest has become one of the top topics discussed by many experts. Furthermore, high modernist policy making in this field shows that there is no clear division line between a private and public interest, between public policy and the strategy of entrepreneurs.

4/ Public policy in the context of formal authorisation (a proposal for legislation) enables the action to be carried out for the public interest sake.

5/ Public policy making as a conception of a real programme; by means of a government makes its fundamental strategies and conceptions also in the field of sports. The programme covers legislation, personnel and funds needed for its realization.

6/ Public policy as a process that includes all issues affiliated with a sector policy realizations.

7/ Public policy as an output expresses that public policy is perceived as a sort of benchmark. Promises made by the government and outcomes are compared. The outcomes cover activities such as paying social benefits and tax revenues collecting.

8/ Public policy making as a result. From this point of view, achievements are evaluated. In this context there is a need to point out the government achievements, the balance or imbalance between the outcomes (activities of the government) and the results (public policy achievements).⁹

The authors P. Muller and Y. Surel present a very interesting approach to defining the three dimensions of the notion policy. They state, that "*public policy study means in principles being situated in the frame of the third meaning of policies or policy. It does not mean that other dimensions such as the dimension of political competition and the dimension of political order must be ignored. It means that the attention is focused on public activity more than on political competition. This point of view differs from the political point of view, as political activity in public policy is analysed through its outcomes. The inputs are not emphasised.*"¹⁰ Public policy making according to one of the theory-based models represents a dynamic and multi-layer process that is based on a traditional image of a democratic state with a persuasion that policy is based and made on people's will that is re-shaped by the political system into public political decisions.¹¹ A variety of relevant actors enter this process that comprises a lot of public policy cross-actors' interactions made inwardly and outwardly.¹² Some authors point out that the entire process of public policy making lasts more than one decade and covers the stage of problem stating till its final resolving. During this period, hundreds of programmes can be implemented in some fields, sectors. Debates on social issues are usually of a technical nature and deserve specialists', and decision makers' attention. An outstanding failure in policy making is the absence of scientific debates since only political debates have been on and have had the tendency to modify and simplify the current situation.¹³ In spite of the above mentioned threats, the concept of public policy and the process of public policy

⁹ BRIŠKA, F. et al.: *Teória a prax verejnej politiky*. Banská Bystrica : Univerzita Mateja Bela v Banskej Bystrici. Fakulta politických vied a medzinárodných vzťahov, 2010, p. 56.

¹⁰ MULLER, P., SUREL, Y.: *L'analyse des politiques publiques*. Paris : Monchrestien, 1998, p. 18.

¹¹ VESELÝ, A., DRHOVÁ, Z., NACHTMANNOVÁ, M.: *Veřejná politika a proces její tvorby. Co je „policy“ a jak vzniká*. Praha : UK FSV, 2005, p. 8.

¹² POTŮČEK, M. et al.: *Veřejná politika*. Praha : Slon, 2005, p. 56.

¹³ SABATIER, P. A.: *Theories of the Policy Process*. Colorado : Westview Press, 2007, p. 262.

making can be considered to be governance by the public and aimed at resolving social problems that are a part of common – public interest.¹⁴

It can be concluded that public policy making is not a simple process. This is the reason why some relevant models of public policy making exist at the same time, such as Dror model. The model is based on the theory of rational choice or it may be based on the precondition that a man is able to administer his/her affairs in a rational way. The model consists of three main phases (a meta-level of public policy preparation, a draft on the public policy concept, exercising and evaluating public policy); the phases consist of another seventeen individual processes. The author M. Potůček and other co-authors offer reasons that the model is typologically an idealised model and up to present, there has been no country approaching the model in a significant way.¹⁵ Most authors dealing with the issue of public policy and its processes prefer a simplified model of policy making consisting of four or five phases:

Identification and Social Problem Definition

It can be concluded that problem identification and social problem definition represent the most important stage in public political cycle as knowing how a problem has been defined is essential to understanding the process of agenda formation and evaluation of policy from the point of view of its economic effectiveness and societal usefulness. It is important to understand clearly what “social problem” is. In general social problem may be defined as “a striking imbalance between issues demanded and issues existing while social situations are changing due to the influence of some factors and existing social institutions established in old situations operate via the power of social inertia and attempt to find a solution to arisen problems in an old way.”¹⁶ It is “a discrepancy between the things that already exist and the things we want them to be.”¹⁷ Basic determinants of a social problem existing in a context of public policy making are facts, such as: social problem cannot be resolved simply and quickly¹⁸, as it always represents a complex issue affecting a large number of population living in a state or in any part of it; there is no universal tool that can be employed and its employment is also undermined by political actors due to the unpopular decisions made by the government so that the existing social problem can be resolved. Any social problems need to be recognised and identified by the public. Indeed the process of public policy making affects only those social problems that are recognised and preferred by a democratic and legislation-based society.

Making Decisions in Public Administration

Decisions within the agenda of public administration are made by some key actors. In a democracy, the actors are citizens, employees in public administration and a great variety of specialists and experts. One should point out that the task of citizens in the

¹⁴ KRÁĽOVÁ, L. et al.: *Aktuálne otázky verejnej politiky*. Bratislava : Typopress, 2006, p. 12.

¹⁵ POTŮČEK, M. et al.: *Veřejná politika*. Praha : Slon, 2005, p. 24.

¹⁶ *Ibidem*, p. 37.

¹⁷ VESELÝ, A.: *Vymezení a strukturace problému ve veřejné politice*. Praha : Karolinum, 2009, p. 50.

¹⁸ For example, problems with effective functioning of prison systems are subject to public policy leading to the process of prison privatisations. (For more information, see: ŠRAMEL, B.: *Privatizácia väzenského systému: áno alebo nie?*. In *Trestní právo*, 2015, Vol. 19, No. 1, p. 32).

process is fulfilled by elected citizens' deputies who participate in governance, they participate in administering public affairs. It has become a well-known fact that specialists and experts are the citizens who are members of political parties making final decisions or they become members of parliament or the government and they are responsible for policy making. Public administration in a political process has received sufficiently attention by some specialists. They emphasise that public administration representatives, public authorities and collaborating institutions (the third sector) play a key role at all stages of political processes and of public-political cycle.¹⁹ It is obvious that decision making in the agenda of public policy represents an activity having long-term impact on society. At this point, it is inevitable to mention some situations when inaction of some institutions in public administration, of some politicians, specialists, citizens may have negative impact on some groups of citizens. In the process of making decisions in public policy all actors should be informed about possible negative effects that their decisions may have.²⁰

Public Policy Implementation

Implementing a public policy agenda is linked to the activities aimed at achieving objectives set up at previous stage. The agenda also includes all necessary tools needed to make public policy real and employed. Thus, the process of implementation represents the stage of a public-political cycle when all the goals and ambitions (including partial, interim goals) become empirical reality and can be measured.²¹ Appropriateness or inappropriateness of the tools and methods is determined precisely by means of the nature of the social problem that public policy actors are trying to resolve. In this context, it is necessary to emphasize that the success of any decisions made in public policy is conditioned by the utilization and combination of appropriate instruments and methods that usually have impact on the quality of the result. It is advisable that advantages and disadvantages of specific instruments are known and recognized by the actors involved in public decision-making. Implementing public policy employs a variety of tools that can be divided into following groups: legal instruments,²² economic instruments, tools of information and administration.²³

Public Policy Evaluation

Agenda evaluation within public policy presents a final and not less challenging stage of public policy making that is as important as the other stages. In its substance, it searches for an answer how many goals are achieved and how many funds are invested to achieve the goals set up at the initial stage. At this stage, it is important to

¹⁹ JÖRG, B., WERNER, J.: *Verwaltung und Verwaltungswissenschaft in Deutschland. Einführung in die Verwaltungswissenschaft*. Wiesbaden : Vs. Verlag für Sozialwissenschaften, 2009, p. 236.

²⁰ PROROK, V.: *Tvorba rozhodovaní a analýza v politice*. Havlíčkův Brod : Grada Publishing a.s., 2012, p. 42.

²¹ FIALA, P., SCHUBERT, K.: *Moderní analýza politiky. Uvedení do teorií a metod policy analysis*. Brno : Barrister a Principal, 2000, p. 56.

²² Law is fundamental instrument of effective public policy. Legal Instruments of public policy include mainly legislative acts. Woweever, in many countries judicial decisions have an enormous impact on public policy. (For more information, see: ŠRAMEL, B.: Úvahy o (ne)vhodnosti niektorých prostriedkov zjednodušenia trestnej justície pre trestnoprávne systémy SR a ČR. In *Trestní právo*, 2013, Vol. 17, No. 3, p. 28).

²³ MALÍKOVÁ, L.: *Verejná politika. Aktéri a procesy*. Bratislava : Univerzita Komenského v Bratislave, 2003, p. 28-32.

note that if the goals are manageable and the estimated results are useful, they bring economic measures.²⁴ In this way, the process of evaluation represents an informative tool offering data on affectivity, economizing and the value of each governmental and public activity.²⁵ Public policy can be evaluated in different ways. In general there are some relevant methods such as benchmarking – measuring the quality by comparing it with something else of an accepted standard.²⁶ At the same time citizens in a democracy can evaluate achievements in public policy. The results gained in such an evaluation are mirrored in an election when citizens are offered a chance to exercise their power in national, regional or local governance. The entire process of public policy making can result into identifying and resolving a social problem. Thus, the agenda of public policy as a final product of policymaking can be considered to be successfully set. The process of public policy making may also result in a failure when the demands of the public are not met, and public interest is unsuccessful. In such a case, public policy is re-shaped or a new public policy agenda is set.

2 Media as an Actor in Public Policy

Media are utilized from many relevant points of view. According to our opinion, their approach to political activities, policy and politics plays a key role in public agenda setting. Media in a present democracy participate in the process of public policy making and in governance. They fulfil some basic functions linked to the political aspect of governance. Media can help shape and structure an issue, but they cannot create an issue. Many authors have the ambition to explain and define the term of media. For the sake of our paper media is a means employed in the process of communication. The term media is defined as it follows: “... *specialized institutions producing and transmitting messages to a variety of recipients (they are potential voters), who process the information received and being aware of its existence they act differently.*”²⁷ Media fulfil basic functions for political systems, especially in democracies. The importance media have in a modern society is considerable. A lot of authors discuss the key role media play in a democracy and compare their power to the legislative, executive and juridical power.²⁸ It is necessary to point out that comparing media to the above mentioned powers is polemical. Media are expected to be institutionalised and independent on governmental policy.²⁹ The statement is based on the power that the media holds in a political system. T. Meyer concludes that media beats both policy, and politics. Moreover, within politics, “Mediokratie” and a colonised policy by the media is discussed.³⁰ Media are expected to inform

²⁴ KLUS, M.: *Verejná politika. Priestor, efektívnosť, nástroje, nové výzvy*. Sládkovičovo : Vysoká škola v Sládkovičove, 2007, p. 15.

²⁵ BUSSMANN, W., KNOEPFEL, P.: *Typische Nutzungszusammenhänge von Evaluationen. Einführung in die Politikevaluation*. Frankfurt am Main : Helbing und Lichtenhahn, 1997, p. 183.

²⁶ STAPENHURST, T.: *The Benchmarking Book: A How – to – Guide to Best Practice for Managers and Practitioners*. Oxford : Elsevier, 2009, p. 126.

²⁷ McQUAIL, D.: *Úvod do teorie masové komunikace*. Praha : Portál, 1999, p. 15.

²⁸ SPRINGER, O. W.: *Politikmarketing und Social Media. Sind die politischen Organisationen reif für den Dialog mit den Bürgern*. Hamburg : Diplomica Verlag GmbH, 2012, p. 56.

²⁹ JARREN, O., DONGES, P.: *Politische Kommunikation in der Mediengesellschaft. Eine Einführung. 2., überarbeitete Auflage*. Wiesbaden : VS Verlag für Sozialwissenschaften, 2006, p. 132.

³⁰ MEYER, T.: *Mediokratie. Die Kolonisierung der Politik durch die Medien*. Frankfurt am Mein : Suhrkamp Verlag, 2001, p. 102.

citizens and through critical debate on some views and opinions, they promote citizen participation in administering public affairs. However, media and how they fulfil their tasks are often a disputable issue.

Some critical theorists in the field of media and communication have designed a concept of social reproduction. In their opinion, media aid in the maintaining of a balance of power. From this point of view media do not offer current news, information on science, entertainment, social events around us, they work for the sake of dominating political elites, political leaders, for diverse interest groups of whom have immense assets. In general, it can be concluded that media inform the public about the world solely in terms of the needs of the ruling elite.³¹ Thus media represent a source of organised and publicly shared semantic systems that empirically define values that are acceptable and vice versa, that are deviant.³² It can be concluded, *“a political event exists for the public only under the condition when media inform about it.”*³³ From this point of view, the theory of independence of media is undermined significantly, as media are expected to offer so-called neutral news and are responsible completely for creating a certain political reality. There is a need to emphasize the fact that not only the content of the information is important but also the form as well, as not only knowledge is to be transmitted and it is expected to impress the receiver and thus create some preconditions for shaping attitudes of electors.³⁴ J. Baudrillard comments on the above-mentioned facts that *“the problem of truth or reality of the world we have solved the technical simulation and excess abundance of images in which there is nothing to see. We live in a world where the top function of a sign is to allow reality to disappear and the disappearance mask.”*³⁵ At first glance, it might seem that the media impact on recipients is dominant although the power of the impact is undoubtedly, strong there exists a certain space for a subjective, own perception of the reality offered.

One more important fact is that media especially their modernist forms play a key role in identification, definition, realization and evaluation of public policy. Public policy makers are fully aware of the reality, that a successful sector policy is reflected in a correct presentation in media.³⁶ It means that the national government must be able to “sell” its products, the results of its activities, to the public. Do media play a key role in this process? The answer can be found at two levels. At the first level media can be considered to be a mediator between forwarding critical information on political aspects in a political system and promoting their own interests. In this context, modernist media (for example internet, television)³⁷ are responsible for disseminating information within a democratic political system and also public

³¹ FTOREK, J.: *Public relations jako ovplyvňovanie mínění*. 2nd Edition. Havlíčkův Brod : Grada Publishing a.s., 2009, p. 42.

³² McQUAIL, D.: *Úvod do teorie masové komunikace*. Praha : Portál, 1999, p. 17.

³³ ŠMIHULA, D.: *Médiá a politiky*. In *Symbióza médií a politiky*. Bratislava : Ústav politických vied SAV, 2009, p. 64.

³⁴ ŠTĚDRŮŇ, B. et al.: *Politika a politický marketing*. Praha : Nakladatelství C.H. Beck, 2013, p. 19-20.

³⁵ BAUDRILLARD, J.: *Dokonalý zločin*. Olomouc : Periplum, 2001, p. 14.

³⁶ ŽUBOROVÁ, V.: *Re – definícia typologie politických aktérov v kontexte s politickou komunikáciou a politickým marketingom*. In *Slovenská politologická revue*, 2010, Vol. 10, No. 2, p. 63.

³⁷ GUŤAN, D.: *Možnosti a nebezpečnosť internetovej komunikácie*. In MAGÁL, S., MIKUŠ, T. (eds.): *Megatrendy a médiá. Limity mediálnej internetovej komunikácie*. Trnava : FMK UCM in Trnava, 2010, p. 156.

administration,³⁸ thus representing an actor or a team player defending the rights and opinions of the citizens in a democracy and prevents them from misusing the power by a governing elite. It can be said that policy and politics try to win the space of a public sector and to govern it, while media in their ideal form represent a tool controlling the political power and maintaining a relative independence of the public. The importance of the existence of media in a modern political system is rooted in distributing power in a constructive way or in overcoming some difficulties in distributing power into three tiers of central (governmental) bodies. Modern democracies tend (by means of media law) to ensure a certain degree of certainty at law³⁹ so that mass media can really control exercising public power and prevent media from having dictatorship.⁴⁰

On the other hand, media are threatened by the form of the media ownership and by misuse of the power of media while preferring private interests to public interests. Investment into modernist mass communication devices and channels are disputable at the moment as huge corporations can afford to fund technical development. Many media owners are politicians so they determine the content of media information. This fact may result in disseminating wrong, incorrect and purpose-based information. The process of commercialisation may lead to forwarding unnecessary information and hiding a real nature of social issues and problems. *“The process of producing and disseminating information is damaged due to purchasing, merging and conflicts among concerns, no competitiveness resulting in “the best one wins” or the best one in quality and lowest prices. Instead of the situation described above, a stabile media oligopoly capitalism exists.”*⁴¹ In spite of the above mentioned facts media can be considered to be an objective key player in public policy sector, as they have a profound impact on identifying and defining a social problem and also exercising real public policy. Governments as a key actor in public policy must rely upon the power media in democracies have.

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³⁸ GABURA, P.: Využívanie informačných technológií v oblasti verejnej správy. In *Teória a prax verejnej správy*. Košice : Univerzita Pavla Jozefa Šafárika v Košiciach, 2013, p. 278.

³⁹ DRGONEC, J.: Masmediálne právo na Slovensku v ére digitalizácie elektronických masmédií. In *Communication Today*, 2011, Vol. 2, No. 2, p. 23.

⁴⁰ BAUMGARTEN, S. K.: *Verbände zwischen Öffentlichkeit, Medien und Politik*. Wiesbaden : Springer VS, 2014, p. 164.

⁴¹ PROKOP, D.: *Der Kampf um die Medien. Das Geschichtsbuch der neuen kritischen Medienforschung*. Hamburg : VSA – Verlag, 2001, p. 421.

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THE USE OF NEW MEDIA AND ICT AS A TOOL FOR DEVELOPMENT OF PUPILS' MEDIA LITERACY

Monika Hossová

Abstract

Media education is perceived as learning about media, which includes construction of knowledge about the social status of media, their functions and conditions for creating media content (knowledge-attitudinal dimension of media education). On the other hand, however, media education includes skill-building related to the practical use of media and creation of media content (skill dimension). In this paper, the opportunities offered by new media and information and communication technology in the field of development of media literacy and in learning about media, as well as pupils' creation of media content, are identified. Teachers of the second stage of selected primary schools in Slovakia are involved in the research. Using a questionnaire survey, we identify the purpose and frequency of the use of new media and ICT during class and, on the basis of responses, examples of the use of new media and ICT are summarized in order to develop pupils' media literacy. The aim of the paper is to review the current state of the use of new media and ICT in teaching and to summarize examples of teaching practice.

Key words:

Information and communication technology. Media education. Media literacy. New media.

1 Introduction

Media education has, in essence, several levels. In any case, however, its aim is to raise the level of media literacy and build media competence. At the first level, media education is understood as a process of learning about the media. In this sense, it is about building knowledge, attitudes and opinions in the area of media functioning, their position and role in society, the background of media content, ownership and so on. We can say that it is the knowledge dimension of media education. At the second level, media education includes the skill dimension, the essence of which is to build practical skills and abilities associated with creating media contents (active creative activity of an individual). At this level, we can talk about learning-by-doing. We could believe that media education is also about learning through the media. However, Kačínová classified learning from the media and through the media as media didactics, and stresses that, in this case, a medium acts as a didactic tool in teaching (e.g. computer technology etc.). In contrast, media education is an educational process, which aims to build knowledge about the media, to shape opinions and attitudes of individuals about media so that they are able to use them reasonably and be conscious recipients.¹ It can be said that confusion (or identification) of media education with media didactics is, in this sense, a common mistake in media education.

However, according to David Buckingham, the daily use of computer and the internet is also a source of informal media education.² This idea is supported by the general belief that continuous incorporation of information technology into education

¹ KAČINOVÁ, V.: *Teória a prax mediálnej výchovy*. Trnava : FMK UCM in Trnava, 2015, p. 15.

² BUCKINGHAM, D.: *Media Education: literacy, learning and contemporary culture*. Cambridge : Polity Press, 2003, p. 97.

improves cognitive skills of educands.³ In this paper, we focus on a combination of the two disciplines. We identify the opportunities of using new media and information and communication technology (ICT) in order to develop media literacy. These opportunities are identified based on a questionnaire survey conducted with teachers of the second stage of selected primary schools. The result of the survey is to establish the current state of the use of new media and ICT in teaching, as well as a set of examples of teaching practice, which (to some extent) combine media education and media didactics and point to the potential of using media and technology to build knowledge, attitudes, opinions and practical skills related to media.

1.1 Basic concepts

Media literacy, for the purposes of this text, is to be understood as the ability of understanding, analyzing and creating media content. A media-literate individual has the *technical skill* (use of available media types); *information skill* (ability to retrieve information from the media and their content) and *communication skill* (processing and use of the information obtained, creating their own media content). Between the information skill and the communication skill there is the *ability of critical approach and content analysis* that results in opinions and attitudes of the individual.⁴ Petranová defines media literacy as a result of a lifelong, systematic and purposeful process of acquiring media competences, i.e. media education.⁵ Information and communication technology (ICT) are computation aids which relate to the collection and recording of information. To fulfil its function, it uses also the internet, programs and applications. In terms of education, they are means which support teaching and learning. In contrast, the new media are a structured and complex phenomenon. Vrabec operates with nine categories of new media (e.g. social networks, cooperation platforms, publishing platforms, platforms to present and share documents, photos, videos etc.)^{6,7} Levinson divides media into three groups – the old (traditional - TV, radio, press), the new classical media (email, website) and the new new media.⁸ Among the new new media he selects the dominant ones: (a) blog (blogging), (b) YouTube, (c) Wikipedia, (d) Digg, (e) MySpace, (f) Facebook, (g) Twitter, (h) Second Life and (i) Podcasting. In this research, we deal with the phenomenon of media literacy, new media and ICT and their (potential) interconnectedness in education - the inclusion of such technologies in teaching in order to strengthen media literacy of pupils.

³ GÁLIK, S., GÁLIKOVÁ TOLNAIOVÁ, S.: Influence of the internet on the cognitive abilities of man. Phenomenological and hermeneutical approach. In *Communication Today*, 2015, Vol. 6, No. 1, p. 4-15.

⁴ HOSSOVÁ, M.: Gramotnosti 21.storočia – 21st century literacies. In PETRANOVÁ, D., SOLÍK M. (eds.): *Megatrendy a médiá 2016: Kritika v médiách, kritika médií I: médiá a gramotnosť: médiá a kreativita. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2016, p. 65-80.

⁵ PETRANOVÁ, D.: The media literacy level of Slovak seniors. In *Communication Today*, 2014 Vol. 5, No. 1, p. 72.

⁶ VRABEC, N.: Sociálne médiá. In MAGÁL, S., MATÚŠ, J., PETRANOVÁ, D.: *Lexikón masmediálnych štúdií*. Trnava : FMK UCM in Trnava, 2011, p. 442-453.

⁷ VRABEC, N.: Digitálni domorodci na Slovensku: komunikácia a nová identita mládeže v on-line prostredí. In *Communication Today*, 2011, Vol. 1, No. 1, p. 88.

⁸ LEVINSON, P.: *New new media*. United States : Pearson, 2009, p. 1.

2 Objective and methods

The objective of this paper is to review the current state of the use of new media and ICT in teaching and to summarize examples of teaching practice. Using the method of questionnaire survey it is identified what ICT and new media are available for the surveyed teachers in teaching and how often and for what purpose they are used during class. A part of the study is to collect interesting examples of activities / projects of teaching practice that are focused on the use of new media and ICT in order to develop media literacy (or they develop also media literacy and media competence in a certain way). The research sample consists of teachers of the second stage of selected primary schools in Slovakia. The primary schools were selected based on *The Primary and Secondary Schools Survey 2014/2015* implemented by the INEKO institute.⁹ In this primary and secondary schools survey, the authors examine also an indicator relating to the use of ICT in teaching. According to the results of the survey, ICT are used by 100% teachers in as many as 468 primary schools (out of 2,109 schools that are part of the scale). The number of primary schools, in which 100% teachers use ICT in teaching, represents approximately 22.19% of all participating schools included in the ranking.

For the needs of our research, based on the survey, we selected by purposive sampling the top three primary schools in each region of the Slovak Republic (total of 24 primary schools). The choice of the best primary schools in the region resulted from the idea and the assumption that schools, which are highly ranked in a comprehensive assessment, are the most likely to integrate the media and information technology in their teaching process. According to Gavora et al., in a basic group consisting of 500 respondents, the sample size is approximately 217 respondents.¹⁰ In this case, the basic group consists of 560 respondents, therefore the estimated sample size is about 243 respondents. The questionnaire has been completed by 336 teachers to date (the sample). The presented results of the research are therefore partial (present response rate 60%). This paper examines the current state of the use of new media and ICT in teaching in order to develop media literacy. We focus on the frequency and purpose of using these technologies in teaching, as well as examples of activities of teaching experience, which lead to the development of media literacy of pupils through the new media and ICT.

3 Results

So far, 336 teachers of the second stage of primary schools have participated in the questionnaire survey (out of 560 teachers surveyed, the present response rate is 60%). This set of respondents consists of 81.2% women and 18.8% men. The average age of respondents is rounded to 44 years and the average length of their teaching experience is rounded to 19 years. In terms of the highest educational attainment, the group of respondents is consisted of teachers with a master's degree (85.7%) and teachers with university tertiary education (14.3%). The respondents,

⁹ Complete results of the *The Primary and Secondary Schools Survey 2014/2015*. [online]. [2016-10-10]. Available at: <<http://skoly.ineko.sk/>>.

¹⁰ GAVORA, P. et al.: *Elektronická učebnica pedagogického výskumu*. Bratislava : Univerzita Komenského, 2010. [online]. [2016-10-17]. Available at: <<http://www.e-metodologia.fedu.uniba.sk/>>.

which have participated up to now, teach the following subjects: Slovak language, English language, German language, Russian language, mathematics, physics, computer science, technology, history, ethics, religion, civics, biology, chemistry, geography, music, art, physical education, class teacher’s hour, project and presentation skills, creative reading, enrichment (work with information), a young scientist, a young paramedic.

3.1 Equipment of surveyed schools with ICT and new media

The first item is to find out what ICT and new media are available for school teachers and may be used for teaching. These technical aids and media were divided into 11 options, and respondents should select all those that are available. The last option was *Other*, in which teachers added the answers. The *Other* option was filled by 9.8% respondents, and in this group the responses stated: visualiser, mobile phones, e-book reader, PASCO system, electronic books, voice recorder, audio headphones used for recording sound and voting machines. This item is evaluated in the following chart.

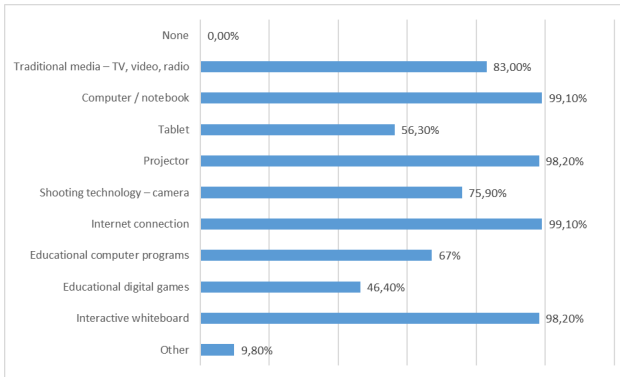


Chart 1: Equipment of surveyed schools with ICT and new media

Source: Own processing

3.2 Frequency of use of new media and ICT by teachers during class

This item ascertains the frequency of the use of new media and ICT by teachers during class, i.e. their implementation in the educational process. In this item, the respondents selected the frequency out of four options on the scale (each hour, over 50% of total classes of the subject, less than 50% of total classes of the subject, not at all), and these options were marked for each specified activity. The activities included use of the Internet as new media, work with ICT as technical aids, use of specialized educational programs to build knowledge, but also the incorporation of educational digital games into lessons. As with the previous item, the respondents could add their answers in *Other*. 33 respondents (9.8%) did so, and the frequency of the use in all *Other* responses was less than 50% of total classes of the subject. The most frequent answer was educational films (54.5%). The second most frequent responses were two- voting machines (18.2%), PDA devices and electronic book

readers (18.2%). Respondents also reported using other computer programs such as Audacity and Movie Maker (9.1%). The marked responses show that teachers use new media and ICT, for most of the specified activities, in less than 50% of total classes of the subject. Among these activities, teachers and pupils most often look for additional materials (videos, info graphics), make presentations on discussed topics and work on projects. An interesting finding is that the majority of teachers (56.3%) do not use educational digital games at all. Percentage evaluation of the item is presented in Chart 2.

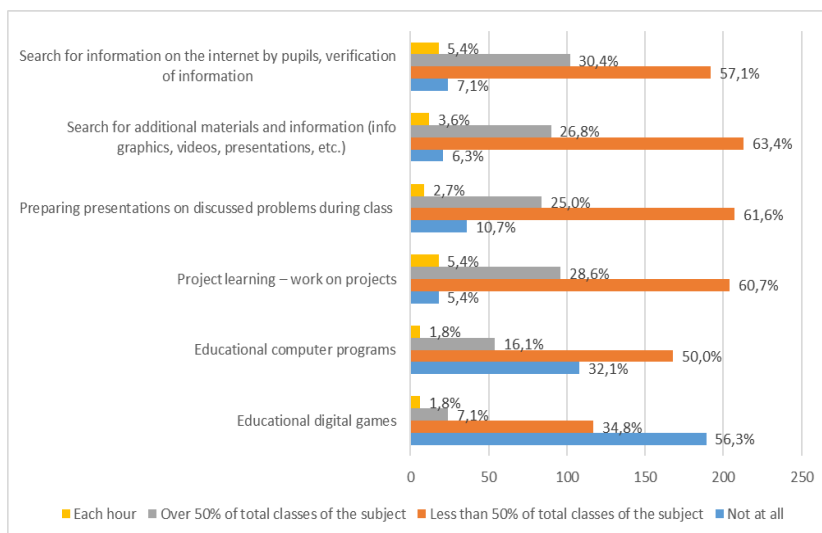


Chart 2: Frequency of use of new media and ICT by teachers during class

Source: Own processing

3.3 Purpose of the use of new media and ICT by teachers

This question ascertains the purpose of the use of media and technology in the classroom. It is a question of scaling options: yes, rather yes, rather no and no. As with the previous item, the options were marked by the respondents at the specified points. In these points, there are included options that represent the use of new media and ICT (in terms of media didactics) and the development of skills and abilities of pupils (in terms of media education). Percentage evaluation of the item is presented in Chart 3. For all options, the answers *yes* and *rather yes* were predominant. There was an increase in the last point *Form of media education and the inclusion of media education in the subject* of the percentage of *rather no* (at the same level as the percentage of *yes* -19.6%) and *no* (11.6%). This phenomenon can be explained as a sign that teachers do not place emphasis on the incorporation of media literacy into education. But equally it can be seen positively, so that teachers properly understand the difference between media education and media didactics, and therefore know that learning through the media is not really media education. On the other hand, however, the more they try to use modern technology to bring learning to pupils, to enrich it and use illustrative examples of the learning content

for better understanding. It is these three items that achieved the highest percentage of *yes* answers. A relatively high percentage of positive responses can be seen also in *media production skills development* (yes - 42%, rather yes - 42%) and *increasing pupils' independent work* (yes - 36.6%, rather yes - 46.4%).

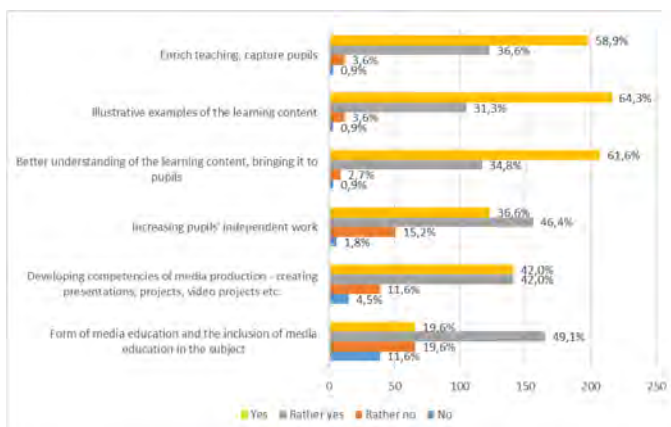


Chart 3: Purpose of the use of new media and ICT by teachers

Source: Own processing

3.4 Use of new media and ICT in teaching in order to develop media literacy

This part of the research focuses on what projects and activities associated with the use of new media and ICT are implemented by teachers during class in order to develop media literacy. In the distributed questionnaire there was an open question as follows: „Please, provide examples what projects / initiatives you have implemented with the use of new media and ICT in teaching in order to develop media literacy. (Note: media literacy means: technical skills in the use of available media; the ability to obtain information from the media and their contents; the ability to process and use the information; the ability to create their own media content (text, video, audio, audio-visual); the ability of critical approach and analysis of contents resulting in the formation of pupils' opinions, attitudes and values.)“.

The answers of the respondents were summarized in several points:

The most frequent answer was *search for information on the internet, checking its veracity, selection of information and further processing*. This was about the search for additional information beyond textbooks, and information obtained from the Internet is verified by pupils using other sources and compared with the information in textbooks, encyclopaedias and other literature. This activity is associated with the presentation of the new information. *Creating presentations on a particular topic* follows naturally. According to the answers, it is mostly about presentations (text/image, possibly accompanied by a recorded commentary) in PowerPoint and Prezi. In addition to active search, information assessment and processing, pupils develop their communication and presentation skills in their group sharing in the classroom.

A similar, relatively frequently occurring activity is the *creation of videos, video projects, short films, sound recordings and photographic units*. Such projects relate to the topics of particular subjects, but also presentation of the school, activities of interest groups, or are part of larger projects in cooperation with other (also foreign) schools. As regards topics, there are reportages from the life of the school or class, promotional materials of the school, posters and information brochures about upcoming events, or as aids for the subject (useful phrases in the English language) or video projects made during classes (history - a film about the history of Zvolen, a short film about Jánošík and others). An interesting example are video experiments in chemistry and physics (procedure of chemical experiments, videos about weather forecasts and meteorology in physics) and instructional videos on themes of mathematics or biology (instructional video on first aid), which in turn serve as a teaching aid for pupils themselves. Such outcomes are usually presented at the Children's Conference, during Project Days of school, but also in various competitions (e.g. Kid Witness News – Panasonic). In the case of sound recordings, it is, for example, the creation of radio plays based on literary works. All these activities naturally relate to *the work with the software for processing photos, sound and sound/image recordings*. Respondents, who pursue these activities during a class, typically teach pupils how to work with such software. So pupils can autonomously process their recordings and photos, even though under the guidance of a teacher. They use programs such as Movie Maker, Audacity, Photoshop etc. In addition to developing technical skills and work with the software, there are developed equally important communication skills and creativity.

The frequent responses also include *the creation of web sites, blogs and communication on social networks*. Groups on social networks are used primarily for communication between pupils, between pupils and teachers, to share photos of the school / classroom events, and share notifications. The websites and blogs created by pupils are, most commonly, an outcome or project for a subject, for example, essays and reports from excursions, etc. *Creation of school media - television and radio programs and magazines*, according to research results, have a minor representation. As regards school TV programs, they are, more or less, reports from the life of the school and from excursions, interviews with teachers and experts on YouTube. These outputs are created by pupils and teachers within various subjects and their content focus is therefore wide. When talking about radio broadcasting, these are largely short announcements and music during the breaks between lessons. However, there are also radio plays created by pupils based on literary works (particularly, in the lessons of Slovak language and literature). School magazines have the largest representation. Teachers, who are involved in their creation, point out that they develop creativity of pupils and their ability to create media content (journalistic genre), but also their ability to work with the media and ICT. An interesting project that has occurred in the responses of teachers was also an independent magazine on financial literacy, which is created by pupils only in math lessons. Another interesting and related activity is the development of school yearbooks, where pupils of all grades are involved as authors. The responses included cases that the school does not have a school magazine, but pupils, in Slovak language lessons, write news, reports and commentaries that are published on the website of the school.

An interesting activity that appeared in the answers quite often is watching discussions and videos on the internet on the topics related to critical thinking. Teachers then lead similar *discussions* with pupils *and stimulate their critical thinking*. This group of activities include peer mediation, which is developed in a large number of subjects - ethics and civics. Thematically, these activities cover the field of stereotypes and prejudices formed on the basis of media content, field of own media consumption, risks involved in using the Internet, etc. Overall, in this item there were 45 answers that say that the respondent does not develop media literacy of pupils and does not implement activities that would lead to its increase. Such teachers make up 13.4% of respondents.

Conclusion

The essence of this paper is identifying the potential offered by new media and ICT in the field of media education. Just the use of modern information and communication technologies combined with, for example, practical creation of media contents, can act as a suitable combination which synthesises technical skills and theoretical knowledge acquired through practical work. As mentioned above in this paper, we investigate the combination of media education and media didactics in order to identify opportunities for the use of media and technology to build knowledge, attitudes, opinions and practical skills in the field of media.

The results of the survey can be summarized in the following conclusions:

- *Equipment of surveyed schools with new media and ICT:* The equipment of surveyed schools is at a relatively high level. Almost all respondents reported that their school has computers / laptops, internet connection, interactive whiteboards and projectors. Slightly less represented are traditional media, scanning technology and educational computer programs. Tablets and digital educational games are at the tail. In addition to that, schools have also other devices such as e-book reader, voting machines, visualiser, mobile phones, PASCO systems and other.
- *Use of new media and ICT during class:* Teachers usually use ICT and new media in less than 50% of total classes of a subject, and in most cases it includes work on the internet (search for additional materials), preparation of presentations and work on projects. Less represented is the use of educational computer programs, but especially educational digital games which are not used by more than half of the respondents. Among other responses, predominant were the use of educational films, voting devices, PDAs and electronic readers of books and other computer programs in less than 50% of the classes.
- *Purpose of the use of new media and ICT by teachers:* Teachers use ICT and new media primarily to enrich teaching, for illustrative examples and better understanding of the learning content. In addition, teachers seek, using such a form, to develop competencies of media production in pupils and increase their independent work. However, if we talk about the use of new media and ICT as a form of media education, the number of negative responses increases (i.e. teachers do not incorporate new media and ICT for the purpose of media education). This phenomenon can be explained so that teachers properly

- understand the difference between media education and media didactics, and therefore know that learning through the media is not really media education.
- *The use of new media and ICT in the classroom in order to develop media literacy:* Respondents most often develop media literacy of pupils through practice (learning-by-doing). In the first place, it is about *search for information on the internet (and other sources), its assessment, verification, processing and sharing*. Followed by the creation of presentations associated with sharing (PowerPoint, Prezi). Common is also *the creation of projects in a variety of formats*– video projects (instructional video, reportage from the life of the school and the city, experiment in natural sciences, short film), sound recordings (interview, radio play by literary work) and photo projects. Teachers report that within teaching they also *work with software for processing photographs, videos and sound recordings*. A frequent activity for development of media literacy is also *creating websites, blogs and communication on social networks*, while it is most common to share projects, reports and photos from trips and school events. The existence of *school media* has lower representation at the surveyed schools. As regards school TV, it is rather the publication of reports from the school life on YouTube. The radio broadcast is a short announcement or music. However, there are also radio plays, which are created by pupils on the basis of literary works. The most represented are school or even class magazines (a magazine about financial literacy from maths classes etc.). An interesting activity are *discussions that stimulate critical thinking of pupils*. Teachers search for these discussions online and then they hold them with pupils in the classroom. Of all respondents, 13.4% said they had not implemented any activities in this area and did not seek to develop media literacy of pupils.

The results of the research show that schools are relatively well equipped with technical aids and media, yet teachers do not use all that is available (for example, educational digital games are hardly used). On the other hand, they often work with the internet during classes and encourage critical thinking of pupils by facilitating, in addition to the search for information, its assessment and verification. We found that teachers also largely pursue the creation of media content – presentations, photos, video projects, sound recordings. In addition, there are many activities associated with the creation of websites and blogs. Although in smaller numbers, but there are also school media as a tool for the development of media literacy. It should be noted that practical creation (learning-by-doing – concept of media education) often appears to be a more effective form of media education. However, it is a legitimate question whether teachers implement practical training for the purpose of media education, or it is rather a by-product of the activities carried out with the use of ICT and new media. In this respect, we can only conclude that it is necessary not only to raise teachers' awareness of the need to build media literacy of educands, but also support media literacy of educators themselves.

According to Buckingham, today's children are called 'cyber-kids' (or 'digital natives') and have a natural ability to deal with the new media as previous generations dominated the activities typical of their time.¹¹ It is therefore necessary to realize that the huge impact of media and their contents on humans is not

¹¹ BUCKINGHAM, D.: *Media Education: literacy, learning and contemporary culture*. Cambridge : Polity Press, 2003, p. 174.

necessary to eliminate, but on the contrary, it is necessary that each individual is capable to use such contents, critically think about them, analyze them, to know the way they work and create them autonomously.¹² Such a condition may result also from systematic use of new media and ICT for the purpose of development of media (as well as information and digital) literacy of pupils at the various stages of study.

Acknowledgement: This paper was supported by the Research Support Fund of the UCM: FPPV-03-2016.

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SELF- AND CROSS-PROMOTION WITHIN DIGITAL GAMES

Zdenko Mago

Abstract

The exponential growth of online gaming in current digital-gaming sector is causing an increase in the importance of in-game advertising commercial dynamic to the detriment of in-game advertising static forms preferred in the past. Therefore, static in-game advertising found its usability in the field of self-promotion and cross-promotion. The study focuses on a qualitative analysis regarding different ways of how famous digital games developers, publishers and distributors are presenting their brands within digital games considering various forms, explicitness of presentation and integration of self-/cross-promotion in the sphere of digital games.

Key words:

Cross-promotion. Digital games. In-game advertising. Self-promotion.

1 From self-reference to self- and cross-promotion

*“Self-reference occurs when a text or a sign process, in some respects, refers to itself instead of referring to something beyond the message it conveys.”*¹ Besides film, media in which self-reference is the most prominent are advertising and digital games. Advertising uses creative devices of self-reference to draw consumers’ attention toward a message. Digital games create their own self-referential worlds apart from the world of referential fact and realities.² Santaella even claims that digital games might be considered as the epitome of self-reference, because each new digital game tends to refer to the previous one.³ She also distinguishes seven types of self-referentiality in games (see Table 1).

Table 1: Types of self-referentiality in digital games

<i>Command, missions and discontinuities</i>	Self-reference to game rules and environment.
<i>Metagames</i>	Self-reference via a game (mini-game) within a game.
<i>Metastories</i>	Self-reference via a story within the game story.
<i>The personalization of games</i>	Self-reference via game modes. Some games have been developed based on modes of existing games.
<i>The game’s materiality</i>	Self-reference to digital processing (e.g. loading screen).
<i>Intermediality</i>	Self-reference via relation to other media, especially film.
<i>A game theory of games</i>	Self-reference via game theory that is a theory of games.

Source: SANTAELLA, L.: Computer Games: The epitome of self-reference. In NÓTH, W., BISHARA, N. (eds): *Self-reference in the Media*. Berlin : Walter de Gruyter GmbH & Co., 2007, p. 214-217.

¹ SANTAELLA, L.: Computer Games: The epitome of self-reference. In NÓTH, W., BISHARA, N. (eds): *Self-reference in the Media*. Berlin : Walter de Gruyter GmbH & Co., 2007, p. 208.

² NÓTH, W.: Self-reference in the media: The semiotic framework. In NÓTH, W., BISHARA, N. (eds): *Self-reference in the Media*. Berlin : Walter de Gruyter GmbH & Co., 2007, p. 13.

³ SANTAELLA, L.: Computer Games: The epitome of self-reference. In NÓTH, W., BISHARA, N. (eds): *Self-reference in the Media*. Berlin : Walter de Gruyter GmbH & Co., 2007, p. 208.

From the perspective of digital-gaming sector companies and their marketing communication, self-referential character of digital games represents a natural environment for presentation of their brands. *Self-promotion* refers to the concept of a company advertising itself, meaning promoting its brand(s), programs, titles or products within its own programs or titles, while a single medium or a part of one is advertiser, advertising vehicle and advertising object all in one.⁴ Although, most companies use to change their roles with each digital game development project. For example, Electronic Arts acts as a game developer in one case, game publisher or game distributor in other, while all those games do not need to be related in any way. Due to this fact, in the context of digital game developer (publisher, distributor) brands self-referring within digital games themselves, it is necessary to mention another term, i.e. *cross-promotion*. Cross-promotion is defined as an umbrella concept incorporating several different practices creating different outcomes, while promotion itself crosses some kind of boundaries. Norbäck subsequently defines five individual types of cross-promotion: *cross-company*, *cross-customer*, *cross-media*, *cross-product* and *cross-content*.⁵ In the final analysis, it is difficult or almost impossible to differentiate between various types of cross-promotion, often even self-promotion from cross-promotion. Therefore, in the domain of in-game advertising both self- and cross-promotion can be considered as one advertising concept. Self-/cross-promotion in digital games concerns only certain types of in-game advertising.

After online gaming had become a domain in digital-gaming sphere, the importance of static in-game advertising decreased in favor of its more flexible dynamic form. On the other hand, static in-game advertising found its utilization mainly in self-/cross-promotion field. According to the content analysis of six console AAA game titles from 2011, each with different developer and publisher, 79.1 % of all static in-game advertisements presented in analyzed games had more or less intentional self-/cross-promotion character – 56.6 % implicitly, 43.4 % explicitly.⁶ Additionally, self-/cross-promotion within digital games can take advantage of another phenomenon related to games self-referential nature called *Easter Eggs* which are hidden in-game rewards for gamers spending their time by exploring all the game aspects. Rewards can take a form of various references especially from pop-culture, including other games. They are perceived very favourably among gamers and they also maintain great popularity due to which gamers themselves share information about their locations in games. The point is that gamers tend to consider implemented in-game brand references (even commercial in-game advertising) as *Easter Eggs* and not advertising, thus advertising effect can be generated without the explicit advertising intent.

⁴ SIEGERT, G. Self Promotion: Pole Position in Media Brand Management. In *Media Brands and Branding*, 2008, No. 1, p. 16.

⁵ NORBÄCK, M.: Cross-Promotion and Branding of Media Product Portfolios. In *Media Product Portfolios: Issues in Management of Multiple Products and Services*. New York: Psychology Press, 2012, p. 147.

⁶ MAGO, Z.: Implicitný in-game advertising: Nástroj pre self-promotion a cross-promotion v digitálnych hrách. In *Analýza a výskum v marketingovej komunikácii*, 2015, p. 34.

2 Types of self-/cross-promotion within digital games

Based on the way of how digital games developers, publishers and distributors present their brands within digital games, it is possible to determine three types of self-/cross-promotion: *direct, indirect, associative*.

2.1 Direct self-/cross-promotion

Direct type of self-/cross-promotion is the most common as well as the simplest form for implementation. It is a visual presentation of a specific game development subject's brand in form of logotype placement into the game with various explicitness and integration levels. This way of promotion can be applied into a digital game of any size. There are many examples of highly explicit direct self-/cross-promotion. In online game *Damned Nation*,⁷ developer's Fog logo is placed on a cricket bat – the primary weapon in a fight against zombies. Madfinger Games logotype is displayed on TV screens during plane level of *Dead Trigger 2*⁸ Facebook version (see Picture 1). Operation director from *Tom Clancy's Splinter Cell: Pandora Tomorrow*⁹ is having a Ubisoft logo on his coffee cup. In one sequence of *Duke Nukem Forever*,¹⁰ gamers can find and subsequently throw three frisbees branded by 3D Realms, Gearbox Software and Triptych Games.



Picture 1: Madfinger Games logo placed in Dead Trigger 2

Source: MADFINGER GAMES: *Dead Trigger 2 (Facebook version)*. [digital game]. Brno : Madfinger Games, 2014. Author's screenshot.

⁷ FOG: *Damned Nation (online)*. [digital game]. Fog.com, 2014.

⁸ MADFINGER GAMES: *Dead Trigger 2 (Facebook version)*. [digital game]. Brno : Madfinger Games, 2014.

⁹ UBISOFT SHANGHAI – UBISOFT MILAN: *Tom Clancy's Splinter Cell: Pandora Tomorrow (Microsoft Windows version)*. [digital game]. Rennes : Ubisoft, 2004.

¹⁰ 3D REALMS et al.: *Duke Nukem Forever (PlayStation 3 version)*. [digital game]. Novato : 2K Games et al., 2011.

It is also possible to create not so explicit direct self-/cross promotion. In *Alice Madness Returns*,¹¹ gamers can discover Spicy Horse logotype when Alice is in shrunk mode called Shrink Sense. This is also the objective of one PlayStation trophy. Nathan Drake, the hero of *Uncharted: Drake's Fortune*,¹² wears weapon holsters with leather straps of his back with letters NDI, an acronym for Naughty Dog, Inc. Perhaps the least explicit application of direct self-/cross promotion can be found in game *Wolfenstein*. At the beginning of this game local pub Rabennest is located. Its signboard contains a part of Raven Software logotype (see Picture 2).



Picture 2: Part of Raven Software logo as the pub signboard in game *Wolfenstein*

Source: RAVEN SOFTWARE: *Wolfenstein (Microsoft Windows version)*. [digital game]. Los Angeles : Activision, 2009. Author's screenshot.

2.2 Indirect self-/cross-promotion

Indirect self-/cross-promotion can be characterized as promotion of a specific game developer's brand by the means of visual presentation or as a visual presentation of other game title from the same developer, publisher or distributor. Although explicitness of indirect self-/cross-promotion is generally lower than the one of the direct type, several explicitness levels can be identified – from relatively explicit to almost associative (see Chapter 2.3).

For example, magazines with *Prince of Persia: Sands of Time*¹³ on the cover are placed in *Tom Clancy's Splinter Cell: Pandora Tomorrow*¹⁴, both games from Ubisoft. *Rage*¹⁵ contains many references to other games from its developer id Software. For

¹¹ SPICY HORSE: *Alice: Madness Returns (PlayStation 3 version)*. [digital game]. Redwood City : Electronic Arts, 2011.

¹² NAUGHTY DOG: *Uncharted: Drake's Fortune (PlayStation 3 version)*. [digital game]. San Mateo : Sony Computer Entertainment, 2007.

¹³ UBISOFT MONTREAL: *Prince of Persia: The Sands of Time (Microsoft Windows version)*. [digital game]. Rennes : Ubisoft, 2003.

¹⁴ UBISOFT SHANGHAI – UBISOFT MILAN: *Tom Clancy's Splinter Cell: Pandora Tomorrow (Microsoft Windows version)*. [digital game]. Rennes : Ubisoft, 2004.

¹⁵ ID SOFTWARE: *Rage (Microsoft Windows version)*. [digital game]. Rockville, Shinjuku, Austin : Bethesda Softworks – Square Enix – Aspyr Media, 2011.

example a couple of cups and T-shirt with *Doom*¹⁶ or a short video from *Doom*¹⁷ 1993 playing on the rocket launcher aiming display in situations when main character is bored while gamer is waiting without action. Less explicit example is a small *Sly Cooper*¹⁸ logo on the bag of *inFamous 2*¹⁹ main character that is visible only from specific camera angle. Both games have the same developer and publisher – Sucker Punch Production and Sony Computer Entertainment. Creative but very implicit self-promotion campaign was created for *Mafia II*.²⁰ Gamers could search the city and collect 159 hidden wanted posters portraying programmers from 2K Czech posing as wanted criminals in period costumes.

In-game arcade machines create a very interesting form of indirect self-/cross-promotion and they are the closest form of what Santaella defines as *metagames*.²¹ Essentially, mostly non-interactive arcade machines are placed into the gameplay, while referring to games related to developer, publisher or distributor of a game they are placed in, for example *Death Rally*²² arcade machine in *Alan Wake's American Nightmare*.²³ Most of the time such references focus on previous sequel or whole game series – *BloodRayne*²⁴ arcade machine in *BloodRayne 2*,²⁵ *Saints Row: The Third*²⁶ arcade machine in *Saints Row IV*.²⁷ Interactive, respectively playable mini-games are not so common. One of the representative example is pinball machine Duke Nukem: Balls of Steel in *Duke Nukem Forever*²⁸ (see Picture 3) self-/cross-promoting game itself and game creators via iconic main character and graphics of *Duke Nukem 3D*²⁹.

¹⁶ ID SOFTWARE: *Doom 3 (Microsoft Windows version)*. [digital game]. Los Angeles : Activision, 2004.

¹⁷ ID SOFTWARE: *Doom (MS-DOS version)*. [digital game]. New York : GT Interactive, 1993.

¹⁸ SUCKER PUNCH PRODUCTIONS: *Sly Cooper and the Thievius Raccoonus (PlayStation 2 version)*. [digital game]. San Mateo : Sony Computer Entertainment, 2002.

¹⁹ SUCKER PUNCH PRODUCTIONS: *inFamous 2 (PlayStation 3 version)*. [digital game]. San Mateo : Sony Computer Entertainment, 2011.

²⁰ 2K CZECH: *Mafia II (PlayStation 3 version)*. [digital game]. Novato : 2K Games, 2010.

²¹ SANTAELLA, L.: Computer Games: The epitome of self-reference. In NÖTH, W., BISHARA, N. (eds): *Self-reference in the Media*. Berlin : Walter de Gruyter GmbH & Co., 2007, p. 215.

²² REMEDY: *Death Rally (MS-DOS version)*. [digital game]. Garland : Apogee Software, 1996.

²³ REMEDY ENTERTAINMENT: *Alan Wake's American Nightmare (Microsoft Windows version)*. [digital game]. Redmond : Microsoft Game Studios – Remedy Entertainment, 2012.

²⁴ TERMINAL REALITY: *BloodRayne (Microsoft Windows version)*. [digital game]. Edison : Majesco Entertainment, 2003.

²⁵ TERMINAL REALITY: *BloodRayne 2 (Microsoft Windows version)*. [digital game]. Edison : Majesco Entertainment, 2005.

²⁶ VOLITION: *Saints Row: The Third (Microsoft Windows version)*. [digital game]. Agoura Hills : THQ, 2011.

²⁷ VOLITION: *Saints Row IV (Microsoft Windows version)*. [digital game]. Planegg : Deep Silver, 2013.

²⁸ 3D REALMS et al.: *Duke Nukem Forever (PlayStation 3 version)*. [digital game]. Novato : 2K Games et al., 2011.

²⁹ 3D REALMS et al.: *Duke Nukem 3D (MS-DOS version)*. [digital game]. New York : GT Interactive Software, 1996.



Picture 3: Pinball machine Duke Nukem: Balls of Steel in game Duke Nukem Forever

Source: 3D REALMS et al.: *Duke Nukem Forever* (PlayStation 3 version). [digital game]. Novato : 2K Games et al., 2011. Author's screenshot.

2.3 Associative self-/cross-promotion

In *Doom 3*³⁰ as well as in *Doom*³¹ from 2016 a playable arcade machine Super Turbo Turkey Puncher 3 is located referring with its graphics to the original game from 1993. In this case the level of explicitness is so low that it should be no longer considered as an indirect type of self-/cross-promotion, but as an associative one. By the way, those arcade machines were branded as Nabcon that might be considered as another associative self-/cross-promotion (or parody) referring to two famous arcade game creators – Capcom and Namco. Associative self-/cross-promotion can be defined as brand promotion of a specific game development subject through visual placement of association with its name, logotype or other game title from the same developer, publisher or distributor. It is important to note that associations (as well as advertising effects) are generated in gamers' minds.³² The explicitness level of this type is very low, therefore identification of "self-/cross-promotion" content is not simple without a considerable gaming experiences and digital-gaming sector awareness. Text associations were used in game *inFamous 2*.³³ In the New Marais city center, local cinema announcement board contains currently playing film titles as puns referring to other games. For example Hey, Low Reach (*Halo Reach*)³⁴, Latch It and Skank (*Ratchet and Clank*)³⁵, Little Big Unit (*LittleBigPlanet*)³⁶ etc. Not all game references had the same developer, publisher or distributor as *inFamous 2*. Visual

³⁰ ID SOFTWARE: *Doom 3* (Microsoft Windows version). [digital game]. Los Angeles : Activision, 2004.

³¹ ID SOFTWARE: *Doom* (Microsoft Windows version). [digital game]. Rockville : Bethesda Softworks, 2016.

³² MAGO, Z.: Implicitný in-game advertising: Nástroj pre self-promotion a cross-promotion v digitálnych hrách. In *Analýza a výskum v marketingovej komunikácii*, 2015, p. 31.

³³ SUCKER PUNCH PRODUCTIONS: *inFamous 2* (PlayStation 3 version). [digital game]. San Mateo : Sony Computer Entertainment, 2011.

³⁴ BUNGIE: *Halo: Reach* (Xbox 360 version). [digital game]. Redmond : Microsoft Game Studios, 2010.

³⁵ INSOMNIAC GAMES: *Ratchet and Clank* (PlayStation 3 version). [digital game]. San Mateo : Sony Computer Entertainment, 2002.

³⁶ MEDIA MOLECULE: *LittleBigPlanet* (PlayStation 3 version). [digital game]. San Mateo : Sony Computer Entertainment, 2008.

association was purposefully used by BioWare in *Mass Effect 2*³⁷ to promote its new title *Dragon Age II*³⁸ released less than two months later than *Mass Effect 2* for PlayStation 3. At the beginning of *Mass Effect 2*, gamer obtained free sci-fi version of medieval armor from *Dragon Age: Origins*³⁹ with the red dragon (a main visual motive of *Dragon Age: Origins* used on the cover and posters) on the chest.

Another form of associative self-/cross-promotion is hidden, respectively secret room in a visual style of other game. *Rage*⁴⁰ offers to gamers total of three secret rooms – original *Quake*,⁴¹ *Doom*⁴² and *Wolfenstein 3D*⁴³ – all from id Software, with the aim to support associations with previous gaming and commerce successes. Similar link to previous products is missing in game *Dying Light*⁴⁴ where a hidden secret room Easter Egg – *Super Mario Bros.*⁴⁵ – is located. However, there is no explicit relation between *Dying Light* and *Super Mario*. In *Duke Nukem Forever*⁴⁶ three unique helmets from other games are placed, but only *Borderlands*⁴⁷ has the meaning regarding self-/cross-promotion because of the same game creators. Halo: Reach and *Dead Space*⁴⁸ shares with *Duke Nukem Forever* only gaming platforms and genre. A borderline case of associative self-/cross-promotion is *parody*. In general parody has no promotional intention, yet experienced users can almost always identify the source. Thus such implementation, essentially classic Easter Egg, unwittingly generates advertising effect, even in case it would promote competitive games or their creators. During the game *The Witcher 2: Assassins of Kings*⁴⁹ gamer can find a corpse dressed in white robe with hood lying on broken wooden cart with hay. This situation refers to the game *Assassin's Creed*⁵⁰, especially its most famous game mechanic – the ability to jump from towers with safe landing into cart with hay, but the game neither its creators have no relation to *Witcher 2*. Parody message is: “*Assassin's Creed is dead, here is the Wither*”, unintended advertising message might sound: “*Play also Assassin's Creed, it is a similarly good game.*”

³⁷ BIOWARE: *Mass Effect 2 (PlayStation 3 version)*. [digital game]. Redwood City : Electronic Arts, 2011.

³⁸ BIOWARE: *Dragon Age II (PlayStation 3 version)*. [digital game]. Redwood City : Electronic Arts, 2011.

³⁹ BIOWARE: *Dragon Age: Origins (PlayStation 3 version)*. [digital game]. Redwood City : Electronic Arts, 2009.

⁴⁰ ID SOFTWARE: *Rage (Microsoft Windows version)*. [digital game]. Rockville, Shinjuku, Austin : Bethesda Softworks – Square Enix – Aspyr Media, 2011.

⁴¹ ID SOFTWARE: *Quake (MS-DOS version)*. [digital game]. New York : GT Interactive, 1996.

⁴² ID SOFTWARE: *Doom (MS-DOS version)*. [digital game]. New York : GT Interactive, 1993.

⁴³ ID SOFTWARE: *Wolfenstein 3D (MS-DOS version)*. [digital game]. Garland : Apogee Software, 1992.

⁴⁴ TECHLAND: *Dying Light (Microsoft Windows version)*. [digital game]. Burbank : Warner Bros. Interactive Entertainment, 2015.

⁴⁵ NINTENDO R&D4: *Super Mario, Bros. (NES version)*. [digital game]. Kyoto : Nintendo, 1985.

⁴⁶ 3D REALMS et al.: *Duke Nukem Forever (PlayStation 3 version)*. [digital game]. Novato : 2K Games et al., 2011.

⁴⁷ GEARBOX SOFTWARE: *Borderlands (PlayStation 3 version)*. [digital game]. Novato : 2K Games, 2009.

⁴⁸ EA REDWOOD SHORES: *Dead Space (PlayStation 3 version)*. [digital game]. Redwood City : Electronic Arts, 2008.

⁴⁹ CD PROJECT RED: *The Witcher 2: Assassins of Kings (Microsoft Windows version)*. [digital game]. Warsaw : CD Project, 2011.

⁵⁰ UBISOFT MONTREAL: *Assassin's Creed (Microsoft Windows version)*. [digital game]. Rennes : Ubisoft, 2007.

All aforementioned self-/cross-promotion types can be also combined. Within singleplayer mode of *Deus Ex: Human Revolution*,⁵¹ gamers can find several posters promoting anime content titled “*Square Enix Final Fa*[observed text] *XXVII*” that obviously refers to the popular gaming series *Final Fantasy* developed and published by Square Enix – publisher of *Deus Ex: Human Revolution*. The reference to developer is direct, the title *Final Fantasy* (even obscured) represents indirect type and associative type is represented by the effort to degrade text readability and by parodying title, because *Final Fantasy XVII* have not (yet) existed. So far the last game of this series – *Final Fantasy XV*⁵² – was released in 2016.

Conclusion

Along with film and advertising, digital games belong to media in which self-reference is the most prominent. This self-referential character represents appropriate environment for presentation of digital-gaming sector companies’ brands. But the variability of these companies’ roles in digital games development process causes the issue that within digital games it is difficult to differentiate various types of cross-promotion or even to draw a line between self-promotion and cross-promotion. For this reason in the context of digital games development subjects brand self-referring, self- and cross-promotion can be considered as the same concept using static in-game advertising. According to the analysis of games, self-/cross-promotion can be implemented into digital games taking direct, indirect and associative form in various ways with different explicitness and integration levels, from a simple placement of company logo into gaming context, through magazines, posters, secret rooms and in-game arcade machines referring to related games, to the references based on associations with text, graphics and motives of game creators and their games. In-game self-/cross-promotion can also take advantage of the fact that gamers tend to consider such implementation as popular Easter Eggs, not advertising, thus the advertising effect can be generated even without the explicit advertising intent from the company’s side. Additionally, gamers like exchanging and sharing locations of Easter Eggs meaning that they themselves contribute to the functioning of self-/cross-promotion effect. Finally, theoretical basis concerning self-/cross-promotion within digital games can be applied in terms of future research design with the aim to determine the extent of brands recognition and perception of various methods of self-/cross-promotion implementation.

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⁵¹ EIDOS MONTREAL: *Deus Ex: Human Revolution (PlayStation 3 version)*. [digital game]. Shinjuku : Square Enix, 2011.

⁵² SQUARE ENIX: *Final Fantasy XV (PlayStation 4 version)*. [digital game]. Shinjuku : Square Enix, 2016.

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THE CONVERGENCE OF TRADITIONAL AND INTERNET MEDIA - CHALLENGES AND PITFALLS

Hana Pravdová

Abstract

The study focuses on the issue of the convergence of traditional and internet journalism. The author presents various challenges but also the pitfalls of this process, which significantly affect the level of the contemporary media culture. At the same time, she draws attention to the terminological confusion that reigns within the status and production of differently oriented media acting in the Internet environment. She presents also the issue of the remediation; however, she identifies it as part of the process of the convergence of traditional and internet media. She considers the phenomena of the interactivity and internet environment mainstreamization as the most visible pitfalls and questionable processes in the context of the media convergence.

Key words:

Classical Media. Convergence. Interactivity. Internet Media. Mainstream. Multi-platform Media. Online Media. Remediation. Web Media.

Introduction

Regarding the analysis of the media development on the platform of their digitization and internetization, in recent years, it has appeared a number of considerations about the processes termed as *remediation* and *convergence* of the media systems.¹ Remediation represents the acquisition and adoption of the techniques, forms and social meanings of the new media technologies. These do not only adopt but also conceptually transform and create a strong competition to older media in the media market.² By examining the development of the communicational practices in the different types of media we can also agree with the views of J. D. Bolter and R. Grusin who denoted the remediation process as quite complicated. It was, in fact, necessary to adapt the accepted forms of the media expressions to realities of electronic media, and generate the new platforms of creative work to correspond with the needs and reception specifics of an audience while respecting the language of the particular medium.

In terms of the development of the journalistic genres, we can see some regularity and causality in the context of the remediation. For example, in the early days of radio broadcasting, the creators of news and the journalistic content mechanically copied proven processes of the genres creation from the print media. Only later it became clear that such an approach does not reflect the realities of technical and technological premises of the medium and reception peculiarities of the listeners; and therefore, the methodology for the production of the radio genres was modified. Further development clearly showed two lines of the radio genres progress. The first line represented a change of the practices in the creation of the copied genres from the periodic print; the other pointed to the emergence of the entirely new radio genres. These accounted to the new communicational situation resulting from the

¹ For more information, see: BOTLER, J. D., GRUSIN, R., McQUAIL, D., QUANDT, T., RANKOV, PRAVDOVÁ, H. etc.

² BOLTER, J. D., GRUSIN, R.: *Remediation: Understanding New Media*. Cambridge, London : MIT Press, 2000, p. 65.

technical and technological platform of the radio broadcasting. A similar trend can be observed also in the case of television broadcasting that historically originated after the radio. Television professionals followed the radio tradition but further development has confirmed the need for modification of the copied processes in the formation of the radio genres and creation new kinds of the genres contingent on the audiovisual platform of television broadcasting. The present development of *Internet Journalism* (journalism applied in the online environment) confirms processes comparable to the development of the genres in *traditional print* and *electronic media* (periodicals, radio, television). On the one hand, there can be observed the modification of approaches to the formation of the genres taken from the environments of the periodicals, radio and television, and efforts to create the multi-platform testimonies that are compatible with each other.

On the other hand, there are emerging the completely new genre types – the online content and multi-platform genres. They reflect extraordinary abilities of the technical and technological realities and possibilities of the internet environment. These are in particular the ability of the immediate delivery of the materials, combination of the text, auditory and visual communiqué and almost instantaneous interactivity offered by the recipients of the content.³ The development patterns mentioned above confirm the words of P. Rankova who states that the remediation is an integral part of any formal and technological changes in the media production. This is the reason why he argues that the remediation can be understood as a synonym for the media development. Therefore, the History of communication is according to him "(among others) also the History of the remediation".⁴ It was present at the formation and establishment of the traditional media, and it is also evident in the development of Internet media and their communicational practices. Our intention is to clarify the terminology in the field of naming the media acting in the Internet environment; outline the solution and eliminate the conceptual confusion in the field of internet journalism. The study points to the fact that the media convergence is semantically much broader term than the remediation. We also pointed out the convergence impact of traditional media to Internet media. We argue that the convergence brings many fascinating possibilities and challenges for publishers and recipients but also undeniable pitfalls such as the questionable *interactivity* of internet media and their *mainstreamization* and *massification*.

Terminological chaos in Internet journalism

Most authors also agree that the remediation in terms of web/online media and their new technical and technological base has specific characteristics because it sublimates all the existing communicational practices.⁵ There is no doubt that media on the base of the digital platform and Internet communication gradually occupy a dominant place in the diverse field of the contemporary media systems. Since this is a phenomenon with the relatively short existence, we can see, according to our findings, an obvious terminological uncertainty or even chaos within naming the different types of the media publishing in the Internet environment. Some authors

³ PRAVDOVÁ, H.: *Manažment, marketing, redigovanie vo vydavateľskej a redakčnej praxi. Periodická tlač, online médiá*. Trnava : FMK UCM in Trnava, 2015, p. 220-221.

⁴ RANKOV, P.: *Remediácia v ére informačnej explózie a multistantingu*. In RANKOV, P. (ed.): *Staré a nové médiá – starí a mladí používatelia*. Bratislava : STIMUL, 2013, p. 110.

⁵ For more information, see: BEDNÁŘ, V., VRABEC, N., OSVALDOVÁ, B., ČERMÁK, M., ONDRAŠÍK, B. etc.

prefer names – *the new, web or internet media*, others indicate the terminology of *the online media, online journalism or multi-platform media or multimedia*.⁶ On the one hand, we can possibly agree with V. Bednář who aims for the clear and umbrella naming of the media publishing in the Internet environment based on their technical and technological circumstances. On their basis, it is possible to connect the different content types - text, images (photographs, illustrations, audio-visual and auditory records). It is published at the same time as units or in the form of the continuous dynamic streams. This is a reason why he states that *the Web is a multi-medium*. This means that "The Web media are multimedia by the principle".⁷

On the other hand, we believe that it is necessary and important to distinguish the terms: *web and online media, web and online journalism and multi-platform media (multimedia)*. The reason is the process of the media convergence which in itself implies not only the remediation but also the different production and organizational particularities; and systems of the redaction in the different media platforms publishing in the online environment including their typological specifics (mostly the content specifics) and even the socio-cultural predispositions of targeted audience. These are the reasons why the term of *web media* outlines the different types of media that publish materials in the Internet environment through the websites. It is necessary to distinguish it in terms of its organizational, production and content forms and also in terms of the redaction. In the case of the *online media* concept, we refer to its capability and functional designation to communicate especially in the real time and watch the current events (media on websites whose aim is mainly to update audience with the current information).

In our opinion, it is important, because of the terminological accuracy, to distinguish three basic platforms of journalistic work in the online environment:

- The first platform is *web journalism* that does not have purely the news character but it is the edition publishing materials in the particular cycles. This can be the mirror of an existing journalistic production of printed periodicals, radio or television but also it can be the edition intended only for the Web version of a specific title or media.
- The second platform is *online journalism* that has quintessentially the news character; its ambition is to publish the news 24 hours a day and gradually to update, amend and extend the news. It may follow and correspond to the titles published in the print version or radio and television releases (though it provides new, updated or extended information). It may be the special issues of the individual titles and media publishing in the online environment.
- The third platform is *multi-platform journalism* which represents a higher level of the media presentation within the meaning of the extended offer of the participating media forms. This could include newspapers, television, radio broadcasting associated with the various services, presentations or forms of the feedback. The conditions for the multi-platform media production is to dispose with a special server dedicated to the transmission and storage of photos and mainly audiovisual communiqué. It is the edition emerging specifically for the participants of the communication in the Internet environment.

⁶ For more information, see: DOVEY, J., WEAVER, H. D., BROOKS, S., AVILES, G. J., BARTOŠEK, J., BEDNÁŘ, V., VIŠŇOVSKÝ, J., RADOŠINSKÁ, J., ONDRÁŠIK, B. etc.

⁷ BEDNÁŘ, V.: *Internetová publicistika*. Praha : Grada Publishing a.s., 2011, p. 16.

In connection with the process of the media convergence based on the new digital and Internet platforms, there can be tracked the change of the recipients' access to the published content. A much greater degree of the audience fragmentation and the individual choice of the content and nearly the immediate feedback option represent a new reception quality by the public. In this context, it is necessary to draw attention to the fact pointing to the idea that we are seeing an overlap of the Internet media roles (publishers of titles, radio, and television) to the personal communication, especially through the social networks. "The operators of the search engines like Google and Yahoo offer certain news reports; also traditional media offer it on the social networks (Facebook, Twitter, LinkedIn, etc.) through their accounts".⁸ The convergence of the media ultimately means that the recipient has the opportunity to receive information through different channels; and at the same time, the technology development allows the recipient to use one technology that offers many functions of various applications (e.g. tablet, mobile phone, etc.).

The media convergence - challenges and pitfalls

Communication through "digital highways" in the Internet environment or cyberspace has undoubtedly a great influence on the change of the individuals' daily life and even on the entire socio-culture. In this spirit, S. Gálik says, "If cyberspace reflects a significant part of our lives such as our ideas, thoughts, imagination and communication, we can say that it is becoming the extension of our lives".⁹ In relation to the new communicational capabilities, A. Koltaiová mentions the new virtual world - the universe that enables the man to achieve everything he desires.¹⁰ J. Višňovský, J. Radošinská and A. Predmerská point to the increasing importance in terms of the social and cultural aspects. According to them, we are witnessing an unprecedented boom in the digital technologies which results in the sociocultural changes.¹¹ Therefore, L. Volko highlights the various aspects of the socio-cultural context creating the media culture in cyberspace such as lifestyle, life manner, culture, globalization, politics, virtual worlds, social networks and so on.¹² S. Gálik stresses the need to maintain a distance from the new communicational platform and at the same time to joy the new electronic world.¹³

Also, these observations of the above authors suggest that the convergence of the traditional and online media in the era of the online communication brings a lot of unanswered questions which respond to its various challenges and pitfalls. Compared to the traditional media, on the one hand, it is undisputed that the greatest comparative advantages and benefits of online media for recipients it is the ability to

⁸ RADOŠINSKÁ, J., VIŠŇOVSKÝ, J.: *Aktuálne trendy v mediálnej kultúre*. Trnava : FMK UCM in Trnava, 2013, p. 101.

⁹ GÁLIK, S.: *Kyberpriestor ako nová existenciálna dimenzia človeka*. In GÁLIK, S. (eds.): *Kyberpriestor ako nová existenciálna dimenzia človeka*. Lodž : Dom Wydawniczy Michal Koliński, 2014, p. 15.

¹⁰ KOLTAIOVÁ, A.: *Kyberpriestor a hrdina*. In GÁLIK, S. (eds.): *Kyberpriestor ako nová existenciálna dimenzia človeka*. Lodž : Dom Wydawniczy Michal Koliński, 2014, p. 159.

¹¹ VIŠŇOVSKÝ, J., RADOŠINSKÁ, J., PREDMERSKÁ, A.: *Digital Journalism Rethinking Journalistic Practice in the Era of Digital Media*. In *European Journal of Science and Theology*, 2015, Vol. 11, No. 6, p. 57-66.

¹² VOLKO, L.: *Mediálna kultúra a kontexty kyberpriestoru*. In GÁLIK, S. (eds.): *Kyberpriestor ako nová existenciálna dimenzia človeka*. Lodž : Dom Wydawniczy Michal Koliński, 2014, p. 91-131.

¹³ GÁLIKOVÁ, TOLNAIOVÁ, S.: *Kyberpriestor a/ako životný priestor človeka v kontexte filozofickej reflexie*. In GÁLIK, S. (eds.): *Kyberpriestor ako nová existenciálna dimenzia človeka*. Lodž : Dom Wydawniczy Michal Koliński, 2014, p. 46.

bring up to date information, online broadcasts and combine the textual component with the auditory and audiovisual component. It is also an opportunity to access the archive materials or interactivity through the various forms of discussions that are usually published under the article. The readers' opportunity to respond to the published content was an inspiration in creating the blogging and emerging so-called citizen journalism. It is simply releasing any kind of the online content to the other users - blogs, social networks and so on. According to N. Vrabec, the advantages of the Internet communication include reducing the financial costs of the production and dissemination of the media content, instant interlinking of the media content through hyperlinks, hyperlinking services, aggregates and other technologies, and the greatest adjustment of the media technologies and the media contents to individual users.¹⁴

The authors also mostly agree in one - the greatest asset of web/online/multiplatform journalism is its flexibility or availability in the space and time. Flexibility in the space means that the Internet communication has a planetary dimension where there are no boundaries. Thanks to its versatility, it is possible to connect to the Internet and receive and produce the content from anywhere in the world. Flexibility in time is even more important quality than the quality of the flexibility in space. Traffic of news websites is enormous in the case of some significant events. The readers have also immediate access to the archive files or hypertexts, which allows them to expand their information and gain deeper insights of the historical and relational context. To the forefront of the professional community has come up the questions about the future existence of traditional media. It is instructive that in every epoch when there was dominating one of the traditional medium appeared warnings about the gradual destruction of the previous media types. These fears proved to be unfounded, though some changes occurred, especially the adaptation of the individual media to the dominant medium. In the golden age of television, for example, periodical prints started to be more visual and the radio broadcasts became more suggestive.¹⁵

It is obvious that the media operating in the online environment, during its short existence, become dominant among other types of traditional media. The Internet environment and World Wide Web provide the media with the opportunities which the traditional media are not able to offer. From this perspective, it can be argued that the Internet is the much more advanced technology compared to the press. The question remains whether journalism and the actual journalistic genres are better and more sophisticated in the web, online or multi-platform media than in traditional media; to what extent is its interactivity desired and desirable or whether the process of fragmenting the audience and individualization of the reception really means the end of an era of the mass communication and mainstream media. It is a fact that the new journalism draws on the classical genre; and even the editorial work such as redaction, organization and management are inspired by the work in the newsrooms of traditional media particularly of the periodical prints.

¹⁴ VRABEC, N.: *Komunikácia v ére internetu*. In MAGÁL, S., MATUŠ, J., PETRANOVÁ, D.: *Masmediálne štúdiá v kocke*. Trnava : FMK UCM in Trnava, 2013, p. 508.

¹⁵ For more information, see: POSTMAN, N., PETRANOVÁ, D., HUDÍKOVÁ, Z. etc.

The media practice reveals that the phenomenon of the interactivity in media operating in the Internet environment became disputable. According to D. McQuaila who refers to the findings of T. van Dijk, it is the media which allow the recipients ongoing, deliberate choice and response. For example, the interactivity is commonplace in the video games, computer databases using techniques CD-ROM or telephone lines with the programming offer and so on. "Despite a diligent search for the consumer demand for the interactivity, there are big doubts whether the interactivity is really desired. Perhaps the only exception are cases where the function and reward are clearly defined".¹⁶ Therefore, the interactivity does not need to be a matter of course; it depends on the objectives and interests of internet media to provide recipients its form, scope and time space. If the readers' reactions were not in line with the views of the particular media, many times happened (in the conditions of the Slovak media operating on the Internet), that the interactivity through the online discussions was simply suspended. Thus the current myth of the most democratic platform provided by online media or so called civic journalism is questioned. It can be discussed whether the space for citizen journalism is not in many cases strictly controlled, contributors are not professionals and there are not paid lobbyists who seek to influence the public opinion in favor of the certain political parties, civic associations (with profiled political views) or various commercial and corporate interests. Therefore, the question is who else and whose interests are hidden behind the phenomenon of citizen journalism. Another problem is the professional level of citizen journalism. Published articles (especially the comments below the text or blogs) are often brimming with half-truths, hatred, partisanship, vulgarity, threats of violence, racism and so on.¹⁷

The convergence of traditional, web, online and multi-platform media brings also a different phenomenon - the shift of media publishing on the Internet into the mainstream. This phenomenon is not related only to the dominant position of the most read and most viewed internet media on the media market and occupying positions of the classical mainstream media. Mainstreamization of the Internet media is also linked to two other nowadays already undisputed phenomena. These include the gradual process of tabloid connected to its commercialization and media efforts to take or maintain a dominant or influential position in the media market. According to N. Postman commercially successful news should not bother the viewer's attention but stimulate it by the diversity, novelty, action and movement. Therefore, it is necessary to create a quick "finger food" and "avoid complexity." When creating the news "gentle nuances" are not necessary "but there is important the visual stimulation, which has to be a substitute for thinking".¹⁸

Therefore, it is obvious that the world of imagination, dramatic stories and emotions is natural for the news and journalism both in the traditional and web/online or multiplatform media. Communiqué are formed in the spirit of "the trivial infotainment" that simplifies events, completes and modifies it according to own wishes, tends to dramatize or entirely change the authentic events and statements

¹⁶ McQUAIL, D.: *Úvod do masové komunikace*. Praha : Portál, 2009, p. 57.

¹⁷ For more information, see: VIŠŇOVSKÝ, J., RADOŠINSKÁ, J., PREDMERSKÁ, A., PETRANOVÁ, D., HUDÍKOVÁ, Z., PRAVDOVÁ, H. etc.

¹⁸ POSTMAN, N.: *Ubavit se k smrti. Veřejná komunikace ve věku zábavy. (Amusing Ourselves to Death: Public Discourse in the Age of Show Business, 1985)*. Praha : Mladá fronta, 1999, p. 113.

about it. J. Radošínská highlights the implementation of the entertainment features across all media including the Internet media. "Some publishers that are primarily oriented to the publication of the periodical prints formulate their mission in terms of publishing the information and entertainment through the various communicational channels and digital media allowing users to access information and entertainment anytime and anywhere".¹⁹ Features of the entertainment are becoming more sophisticated and refined and based on the different multiplatform variations. It is very popular because it offers a variety of exciting forms of the interactivity and creativity; it brings very intense experience for the recipients, a great amount of clicks for the media subjects and thus the attention of advertisers and payments for the promotional packages.

Conclusion

For the actual digital and online content, there is a significant process of the convergence of traditional media with the web, online and multiplatform media including the process of the media remediation. The relatively short existence of the media operating in the online environment proves not only the different possibilities of unprecedented information, calls for the content creation for those concerned, the constant technological innovations but also the various pitfalls. We included the interactivity and the emerging mainstreamization of the Internet media into the most problematic and questionable phenomena; we think the interactivity is nowadays more the myth or unfulfilled dream. Of course, we are aware of the fact that the drive motor of the mentioned drawbacks is to survive and be successful on the market. Currently, there is the final battle for positions on the media market that wins only those who are prepared, creative and well-off. It is also obvious that those who want to succeed in this fight have to adapt to all the new technological and content challenges.²⁰ There is also no doubt that in the field of the technical and technological innovations the convergence means favoritism of one technology, either maximum miniaturized or vice versa maximized. However, the convergence process of traditional media with the Internet media can relate to what we see in most of the current print, radio and television media. The challenges of the new digital technologies in the Internet environment can definitely drown and suppress offensiveness of the entertaining mainstream and its massification. After all, there is no doubt that the mainstream practices have settled in the media operating in the Internet environment. There is also no doubt that the oriented recipients become freer in the choice of the trusted information sources. They can choose not only from the whole panoply of the different ideological platforms but also review their credibility because they have the opportunity (if they want and know how) to get to the bottom of the true and relevant information and reliable sources and opinions.

¹⁹ RADOŠINSKÁ, J.: Vývojové tendencie digitálnych foriem mediálnej zábavy v kontexte mediálneho priemyslu. In ZAUŠKOVÁ, A., RYBANSKÝ, R.: *Digitálne inovácie & Zelené inovácie. Marketing Identity 2015*. Trnava : FMK UCM in Trnava, 2014, p. 70.

²⁰ For more information, see: PROKOP, D.: *Boj o média. Dějiny nového kritického myšlení o médiích. (Der Kampf um die Medien. Das Geschichtsbuch der neuen kritischen Medienforschung, 2001)*. Praha : Karolinum, 2005.

Acknowledgement: This article was elaborated within the research project supported by the Grant Agency of the Ministry of Education of the Slovak Republic and the Slovak Academy of Sciences (VEGA) No. 1/0611/16 titled "Multi-platform Concepts of Journalism in the Context of Development of Digital Technologies in Media Environment in the Slovak Republic".

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**“WHEN YOU ARE NOT THINKING, YOU WILL PAY!”
IMPACT AND EFFECTIVENESS OF CZECH MINISTRY OF TRANSPORT
MEDIA CAMPAIGN**

Hana Stojanová – Veronika Blašková

Abstract

The aim of this paper is to characterize the relationship between media campaign by Ministry of Transport “When you are not thinking, you will pay!” and accidents in the Czech Republic over the period 2000-2015 and to evaluate effectiveness and return of investment to the campaign. The authors were focus to the specification of selected concepts and features associated with traffic accidents, and on the basis of information on campaign objectives, audiences and advertising spots they characterize media campaign “When you are not thinking, you will pay!”. The secondary source data for the chart analysis and interpolation according to criteria, analytical and mechanical balancing time series, choosing the appropriate model trend of accidents and consequences of traffic accidents was obtained from the website of the Czech Police and the Ministry of Transport. Analysis of the cost of the campaign was focused on the overall losses from traffic accidents and comparison of unit costs, while primary attention was paid to costs related to the killed persons. First, the cost of the campaign compared to the total cost and then only with direct, as they are created directly with the formation of an accident. Discussed was the concept of the campaign and in particular its contribution. The conclusion formulated recommendations for media communication aimed at increasing traffic safety

Key words:

Media campaign. Time series models. Traffic accidents.

1 Specification of media campaign “When you are not thinking, you will pay!”

Approximately 1.24 million people die every year on the world's roads, and another 20 to 50 million sustain nonfatal injuries as a result of road traffic crashes.¹

The Ministry of Transport of Czech Republic realized a media campaign “When you are not thinking, you will pay!” from 1. 10. 2008 till the end of the year 2010, with the intention of improving the situation on Czech roads in the form of a lower number of accidents, but mainly in the form of a lower number of deaths and serious injuries.² The underlying idea of the campaign is that such a realistically displayed, raw and unadorned will emotionally affect participants, thereby motivate the target group to reflect upon their own behavior and responsibility as the traffic participants. „As Cuenen wrote basic format is always roughly the same, there are differences in terms of which populations are targeted as program participants and how such a testimonial is implemented.³ Despite the worldwide massive marketing communication of broadcast spots and campaigns varied⁴ from Sweden „Drink and drive“ campaign⁵,

¹ *Global status report on road safety 2015*. [online]. [2016-08-15]. Available at: <http://www.who.int/violence_injury_prevention/road_safety_status/2015/en/>.

² MIAOJIA, L. et al.: Understanding the relationship between safety investment and safety performance of construction projects through agent-based modelling. In *Accident Analysis & Prevention*, 2016, Vol. 94, p. 8.

³ CUENEN, A. et al.: Effect evaluation of a road safety education program based on victim testimonials in high schools in Belgium. In *Accident Analysis & Prevention*, 2016, Vol. 94, p. 18.

⁴ Ibidem

British campaign⁶, „Bad attitudes make bad drivers“, Norway campaign⁷ „Being dead isn't cool“ or Ireland „Newer saw the day“ campaign⁸, the media campaign by Ministry of Transport “When you are not thinking, you will pay!” has heretofore been considered as the first whole Czech republic covering campaign.⁹

The total campaign budget for this period amounted to 150 million crowns. The amount included the purchase of media space, production of television and radio spots, print production, manufacturing of traffic accidents simulations, creating web and other online presentations and PR communication. The people did not meet the campaign on TV only but also on radio, cinema and the internet. An integral part of the campaign have also become a special installation of s traffic accidents simulations and were created flyers and other information materials supporting the campaign. The main objective of the campaign was to contribute to a Europe-wide effort¹⁰ to reduce the number of road deaths by 2010 half of 2002. Another aim according EFFIE¹¹ was to change the behavior of drivers while driving.

1.1 Target groups

The primary target group for the campaign “When you are not thinking, you will pay!” were drivers aged 18-60 years and families with children up to 14 years. Detailed segmentation of target group and its percentage distribution was based on accident statistics. The most important target group (40%) were considered drivers of passenger cars in the range of 18-25 years, due to lack of experience and immaturity of driving style. Another target group were motorcyclists (20%) and their biggest problem on the roads wchich was speed.¹² The other target groups were pedestrians¹³ and cyclists, children, professional drivers and other drivers over the age of 25 years (10%).

Promotion spots of the campaign were primarily focused on three main themes, namely speed and aggressive driving, drink-driving and restraint systems which primarily means child seats and safety belts.

⁵ LINDERHOLM, L. B.: *Drink and drive. Can media campaigns solve the problem?*. [online]. [2016-02-18]. Available at: <<http://www.icadts.org/proceedings/2000/icadts2000-120.pdf>>.

⁶ For more information, see: STRADLING, S. G., PARKER, D.: *Violations on the Road: Bad Attitudes Make Bad Drivers*. Linköping, Sweden : Swedish National Road and Transport Research Institute, 1996.

⁷ MOAN, I. S., ULLEBERG, P.: *Evaluation of the traffic safety measure "Being dead isn't cool"*. Oslo : Institute of transport Economics, 2007, p. 3.

⁸ O'BRIEN, G. et al.: *Evaluation of the effectiveness of a dramatic presentation on attitudes to road safety*. London : Department for Transport, Great Minister House, 2002, p. 201.

⁹ *České sdružení obětí dopravních nehod*. [online]. [2015-08-26]. Available at: <<http://www.csodn.cz/nemyslis-zaplatis>>.

¹⁰ *Council meeting Transport, Telecommunications and Energy*. [online]. [2016-06-12]. Available at: <http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/CS/trans/110808.pdf>.

¹¹ *Association of Communication Agencies*. [online]. [2016-06-10]. Available at: <<http://www.effie.cz/>>.

¹² *Global status report on road safety 2013*. [online]. [2016-08-15]. Available at: <http://www.who.int/violence_injury_prevention/road_safety_status/2013/en/>.

¹³ HELBING, D. et al.: Self-Organized Pedestrian Crowd Dynamics: Experiments, Simulations, and Design Solutions. In *Transportation Science*, 2005, Vol. 39, No. 1, p. 6.

2 Methodology of modeling time series

The traditional and basic principle of modeling time series is a one-dimensional model with the following form:

$$y_t = f(t, \varepsilon_t),$$

Where y denotes the value of the modeled indicators at time $t = 1, 2, \dots, n$ and ε_t is the value of the random component at time t . For our needs, we estimate model parameters to use the method of least squares. The method of least squares (OLS) can be used only if we have a linear model parameters. OLS is an optimization method that obtains a numerical estimate of the regression coefficients, while minimizing the sum of squares of residues of ESS, where:

$$ESS = \sum_{i=1}^n e_i^2 = \sum_{i=1}^n (Y_i - \hat{Y}_i)^2$$

The method is one of the most exploited because of its advantages. Benefits include mainly the fact that this estimated coefficients have useful features, as impartiality, strength, and consistency. To be the OLS estimation parameters considered the best, they must fulfilled classical assumptions of linear regression model. There are the seven assumptions for linear regression model:

1. The model is linear in the parameters, is correctly specified and the error term is additively connected.
2. The error term proves zero mean.
3. All explanatory variables are uncorrelated with the error term.
4. The observation of fourth error term is uncorrelated with itself, i.e. there is not present serical correlation into the error term.
5. The error term has constant variance, it means that it does not content heteroscedasticity.
6. No explanatory variable is not perfect linear combination of other explanatory variable, ie. There si not perfect multicollinearity in the model.
7. The error member has a normal distribution.

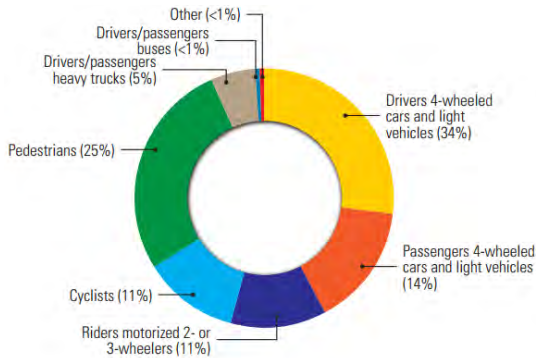
A typical problem of data time series is its nonlinearity, which is manifested by the presence of structural breaks and changes during and variability of time series and others. Structural break is called unexpected changes in the level, trend or variability. Fractures caused misalignment estimates of model parameters, so we think over them prior to their implementation. Adaptive methods of time series analysis can respond on these changes quickly, non-adaptive methods, however, in most cases, are not able to timely response. It is necessary to their application to determine the period in which the break occurs and explicitly supplement this information into the model. The revealing of changes over the time series is not always a simple matter. Therefore, to detect them can be used, in addition to the graphic sources, the Chow test and Quandt likelihood ratio test (QLR test). QLR test identifies a turning point in an unknown time. This means that it is not necessary to establish the exact moment of sudden changes in trend. On the other hand, it also has its weakness. For testing omits the first and last 15% of the file, the extent of verification is thus limited to the middle 70% of the data.

Including structural break in the model

After finding the existence of unexpected changes in course of time series, it is necessary to supply the created model through the so-called dummy (artificial) variables. Variable usually takes the values 0 and 1, with zero values are assigned to the period before the identified break value 1 to the rest of the series. The break should match the external influences acting on the series. The break is necessary to seek not only at a constant component of the model, but also in part dependent on time.

2.1 The accident analysis

On the roads of South Moravian region occurred to 7,056 accidents in 2015. The 81 people died during these accidents, 293 people were seriously injured and 2,726 were slightly injured persons. The material damage reached to almost 450 million CZK.



Picture 1: Death by road user category

Source: *Global status report on road safety 2015*. Geneva : Supporting a Decade of Action, World Health Organization, 2015, p. 119.

With the operation of vehicles, which takes place in the region on 4500 km of roads and highways, it is associated the negative side, that are the accidents. The number of accidents and damages fell steadily during the years from 2005 to 2008, since the year 2009, when changes of reporting traffic accidents were made, there have been annual growth. In the year of 2009, the first year of the new rules, were reported 3,642 accidents, already in the following year 2010 their number increased by 55.1%. If we have processed time series of total number of accidents, our results will be distorted due to the fact that in the year 2009 were modified reporting obligations of accidents without injuries and damages up to the 100.000 CZK.

These accidents were not required to be reported. For this reason, in our article, were considered only accidents connected with injuries, to avoid consideration of the model break, which would be determined just by the change in legislation. The campaign “When you are not thinking, you will pay!” were priority directed to the reduction of serious accidents that resulted in death or serious injury. Some might

argue that during the period significantly increased the number of motor vehicles and therefore it is logical that the number of accidents will also increase, because it is dependent on traffic. In the year 2000, were registered 4.6 million units of motor vehicles, and in the year 2015, it were 6.9 million. For credibility models we worked in our research with a number of injuries per 100 thousand vehicles. Using the least squares method to estimate the model where the dependent variable is already mentioned the number of accidents with injuries to 100 thousand vehicles, and the independent variable was chosen the time. As the input data were used information from a database of accidents, by Czech Ministry of Transport.

At the initial estimate model parameters, was recognised the equation:

$$\hat{Y} = 7,96 - 0,289t$$

where \hat{Y} denotes the estimated number of accidents and as t was denoted the time variable. Equation points to a downward trend in the number of accidents (annual decrease of 0,289 accidents per 100 thousand vehicles). But the model can not be considered as definitive because it does not meet all expectations of linear regression model. There is a significant problem with the autocorrelation of residues and the model must therefore be adjusted appropriately. To add structural breaks in the model seems most appropriate. Using QLR test were identified the location of the break and was recognised that it is appropriate to add to the model break in 2005 (peak) and 2009 (2 break, t break2).

Table 1: Model parameters for the number of accidents with injuries

	<i>Koeficient</i>	<i>Stand.dev.</i>	<i>t-stat</i>	<i>p-value</i>	
const	7,41251	0,101756	72,8459	<0,00001	***
break2	-2,19541	0,579475	-3,7886	0,00258	***
tbreak2	0,183429	0,0478153	3,8362	0,00237	***
tbreak	-0,262889	0,0201288	-13,0604	<0,00001	***

Source: Own processing

This model already has the 1% chance to meets all requirements in a linear regression model (see Table 2) and also shows adjusted coefficient of determination $R^2 = 0,975$ indicating a very accurate model.

Table 2: Results of tests of assumptions

	p-value
RESET test	0,041
White test	0,283
DW test	0,689
Ljung-Box	0,089
Test of normality	0,071

Source: Own processing

If we interpret the model, we can see that the number of accidents with injuries approximately was constant from by the year 2005, from the year 2005 to 2009 an annual decline in the number of accidents per 100.000 vehicles for 0.26 and in the year 2009 was fall of 2.19 accidents per 100.000s vehicles. In the coming years the annual decline was 0.079 accidents only. According to previous table can be seen that

all parameters are highly significant (p-value have less than 0.001). The existence of a significant break in the year 2009 confirmed our expectation that the campaign “When you are not thinking, you will pay!” reduced the number of accidents with injuries. The campaign was directed mainly at reducing fatalities and accidents with severe injuries. So we construct a similar model separately for severe and fatal accidents. If this model was implemented, once again was found a highly significant drop in the year 2009, and thus p-value less than 0.01.

Table 3: Model parameters for the number of accidents with severe or fatal injuries

	<i>Koeficient</i>	<i>Stand.dev.</i>	<i>t-stat</i>	<i>p-value</i>	
const	1,68005	0,0332423	50,5393	<0,00001	***
time	-0,0979702	0,00590732	-16,5845	<0,00001	***
zbreak	-0,632283	0,118498	-5,3358	0,00018	***
tbreak	0,0619837	0,0104726	5,9187	0,00007	***

Source: Own processing

The preceding table (No.3) shows the output of the new model. When modeling we have again followed a similar process, for the first we shaped the trend and then because of failure of our assumptions to added the break to the model. Break was again identified based on the QLR test. At this time it was enough to add to the model only the break in 2009. Again, it was seen that the break variable has a negative sign, ie. we can prove the decline in the number of accidents that have severe or fatal injury.

Table 4: Results of test prerequisites

	p-value
RESET test	0,057
White test	0,358
DW test	0,036
Ljung-Box	0,288
Test of normality	0,865

Source: Own processing

Table No. 4 shows the test results of the linear regression model. In the case of option 1% risk fulfilled all the requirements and can therefore be considered a suitable model. Both models have confirmed that into the models there is a highly significant turning point in 2009, which could be caused by the impact of the campaign. The model for the total number of accidents with injuries was also found a break in 2005, which can be explained by the fact that April 28, 2004 was adopted the National Road Safety Strategy.

2.2 Financial evaluation of the campaign result

Based on time-series models have been demonstrated highly significant turning point in the year 2009 that could be caused by the campaign “When you are not thinking, you will pay!”. To recognised the costs that this campaign has brought and also analyze how much cost the Czech government the consequences of accidents, ie. what are the economical losses based on traffic accidents. The planned budget for the entire campaign period amounted 149 997 712 CZK excluding VAT. The largest budget item was the media space purchase, the broadcast of spots cost about CZK

100 million and then the production of sports, which cost 27.5 million CZK. Quantifying of losses from traffic accidents is an important and integral part of road accidents and gives us information about how many actually the traffic accidents costs the government.

The organization CVD is responsible for the calculation of total losses of traffic accidents in the Czech Republic. The current method¹⁴ officially used to calculate total losses is so called Method of total output (the human factors). The form of used calculation is based on the calculated valuation of economic consequences of traffic accidents with the maximal effort for achieve the most possible objectivity in evaluation of individual damages components. The methodology of calculation is based on cost items, which are divided into direct and indirect costs. Direct costs include expences for medical care, fire brigade, police services, also property damages, including the costs of insurance, courts and administration. Indirect costs include loss of production, social expenses and damages compensations set by the court. Over the past 10 years, the total losses from traffic accidents reach the amount of about CZK 3,500 MLD (an average of 1.5% of generated GDP).

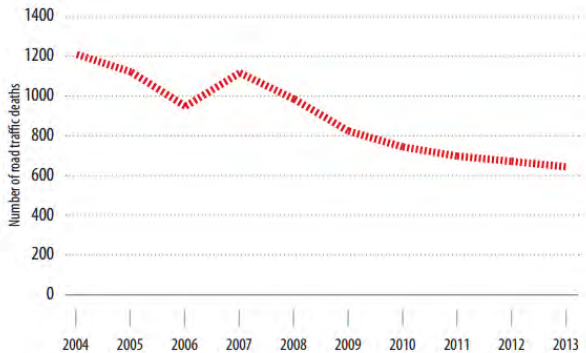


Chart 1: Trends in reported road traffic deaths

Source: *Global status report on road safety 2015*. Geneva : Supporting a Decade of Action, World Health Organization, 2015, p. 119.

There were some notable limitations to our study. Although we report data from a prospectively collected database, the study itself was influenced by the reporting obligation.¹⁵ Between the years 2008 and 2009 there was a change in reporting obligations.¹⁶ Since the date of 1.1.2009 there was an increase in the limit for notification obligation, from CZK 50 000 to CZK 100 000. This change means that the accidents participants will call the police only in the case when the damage to the

¹⁴ BRODY, B., LÉTOURNEAU, Y., POIRIER, A.: An indirect cost theory of work accident prevention. In *Journal of Occupational Accidents*, 1990, Vol. 13, No. 4, p. 269.

¹⁵ DECKER, S. et al.: Injury severity of pedestrians, bicyclists and motorcyclists resulting from crashes with reversing cars. In *Accident Analysis & Prevention*, 2016, Vol. 94, p. 50.

¹⁶ *Zákon o provozu na pozemních komunikacích č. 361/2000 Sb. ze dne 14.9.2000*. [online]. [2013-12-11]. Available at: <<http://www.zakony.cz/seznamy/361-2000-sb-zakon-o-provozu-na-pozemnich-komunikacich-a-o-zmenach-nekterych-zakonu.html>>.

vehicle is higher than 100 000 CZK. This was reflected in the estimates of material damage since 2010, when the total loss was lower than in previous years. In early 2010, there was change in the calculation method, which more reflects the current economic situation and clarifies the overall partial calculations. The result is then the numbers that better fit into the economic context and more accurately reflect the loss of or damage to human life. The road accidents cost the government a record sum in the year 2015, more than 58 billion CZK. In the year 2014 it was about 2.8 billion less, and in 2006 it was 48 billion CZK only. It is fully understandable that the unit cost of the killed person are the highest, they are almost 21 million CZK. Due to the data of Czech Ministry of transport one accident with serious injury carries a cost exceeding CZK 5 million and the accident with minor injuries cost about 430 thousand CZK. Material damage were amounted to an average of 260 thousand CZK.

3 Discussion

The campaign “When you are not thinking, you will pay!” lasted 27 months and its total budget was almost 150 million CZK. Can be noticed that during the campaign, the number of fatalities¹⁷ decreased by a relatively large number, after the end of the campaign it is still continue to reduce, but not in such large amount. By enumerating the costs that were due to a decreasing number of fatalities saved in the years immediately after the campaign,¹⁸ it was found out that the costs reached 5.83 billion CZK in total for the years 2008-2012. This results are consistent with the Haleem, Alluri, Gan, and Poulter and McKenna results, declare that due to the technological advances in improved driver support, special awareness¹⁹ of pedestrians, bicyclists and motorcyclists remains crucial in prevention.²⁰ During the broadcast of the campaign, these costs amount to a total sum of 3.25 billion CZK, which is compared with the cost of campaigns really big difference. As mentioned above, the amount of indirect costs form a considerable part of the overall costs, because there are contend a losses for production in them. Let us therefore focus only to the costs that are directly related to a traffic accident. To those costs belong incurred material damage, the cost of health care, fire brigade and police. In this case, the amount of cost-savings calculated from the direct costs reached 474.50 million CZK for the period from 2008 till 2012. During the broadcast of the campaign, these costs amount in total 275.10 million CZK. Therefore can be concluded that CZK 275.10 million is considerably more than CZK 150 million spent on the campaign. Based on the models, therefore can be concluded that a significant turning point in the time series of accidents with serious and fatal injuries was proved²¹. This turning point can be

¹⁷ *The amount of losses from traffic accidents on roads in 2015*. [online]. [2016-04-22]. Available at: <<http://www.ibesip.cz/cz/strategie/narodni-strategie-bezpecnosti-silnicniho-provozu/nsbsp-2011-2020/plneni-nsbsp-2011-2020>>.

¹⁸ STRADLING, S. G. et al.: *Transportation, Traffic Safety and Health – Human Behavior*. Verlag, Berlin, Heidelberg : Springer, 2000, p. 281.

¹⁹ POULTER, D. R., MCKENNA, F. P.: Evaluating the effectiveness of a road safety education intervention for pre-drivers: An application of the theory of planned behaviour. In *British Journal of Educational Psychology*, 2010, Vol. 80, No. 2, p. 178.

²⁰ HALEEM, K., ALLURI, P., GAN, A.: Analyzing pedestrian crash injury severity at signalized and non-signalized locations. In *Accident Analysis & Prevention*, 2015, Vol. 81, p. 22.

²¹ *Dopravní nehody a zprávy*. [online]. [2015-12-12]. Available at: <<http://www.czrso.cz/clanky/zadopravni-nehody-jsme-v-roce-2014-zaplatili-pres-55-miliard-kc/>>.

attributed to the aforementioned campaign, and despite the fact that the campaign expenses were extremely high, the reducing numbers of accidents has brought greater financial savings than the cost of the campaign.

Conclusions

Issues of traffic accidents and their consequences are still widely discussed topics of the Ministry of Transport. In order to decrease, more ambitiously to eliminate traffic accidents and their consequences are constantly altering the legislative measures, creating new campaigns, more and frequently focused on teaching road safety education and also established a national road safety strategy, which runs under its brand Besip. The National Road Safety Strategy 2011-2020 aims to reduce the number of deaths in traffic to the average level of European countries by 2020 and also in comparison with 2009 reduced by 40% the number of persons seriously injured. To make the strategy 2011-2020 seriously an effective tool to increase road safety, it is important that the countermeasures should be organized through the coordination of law enforcement officers, safety engineers and all traffic participants, the public are integrate and involve to the program.²²

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²² HALEEM, K., ALLURI, P., GAN, A.: Analyzing pedestrian crash injury severity at signalized and non-signalized locations. In *Accident Analysis & Prevention*, 2015, Vol. 81, p. 22.

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ZINES – COMMUNITY PRESS

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Abstract

This paper deals with a specific part of community media – print community media, also called "zines". The author illustrates the motivations that communities have when they create these zines. She also illustrates the basic principles of zine production, distribution and form and defines their place in the print media system on the basis of comparing zines with periodical publications. Due to the troubled history and creation of zines as a phenomenon, the author showcases select contemporary zines from the Slovak and Czech media environment, which goes to show that zines as a phenomenon are still worthy of academic attention.

Key words:

Community media. Community print. Zine.

1 Definition Issues

Zine is usually a term used to describe "*an extremely wide range of amateur publications, usually written, edited and published by one person.*"¹ Similarly to other community media, the objective of zines is to produce content aimed at a specific community, which voluntarily participates on its creation without having the need or motivation to be financially rewarded.

Zines form as a natural reaction from a community because of a lack of preferred content within the mass media, incorporating both print and electronic media. This deficit can be caused due to the narrowness of the community and its interests, a highly specific recipient group or a lack of cluster community size. These marginalized groups then fill the void with their own media, given enough interest, options and initiative. According to Atton, there is one more reason of zine creation, which is a possible distortion of the community in the mainstream production,² which forms a different goal for zines - defending their own culture to themselves, unlike the remedy of the public opinion, which would be the logical conclusion. Obviously, not every marginalized group will try to create a media of this type, but many groups will settle for easier ways to distribute their interests, thoughts and ideas, e.g. via social networks.

The main reason for producing community print is exactly the same as the one for joining a community itself - the search of harmony, understanding, acceptance, self-confirmation in ideas and views, meaningful time spending with people who think similarly or same outside of the boundaries of the mainstream and its main topics. In this context, Atton mentions, that "*it is the grassroots press that offers the most thoroughgoing version of alternative news values. It is produced by the same people*

¹ ATTON, CH.: Zines. In DOWNING, J. D. H. (ed.): *Encyclopedia of Social Movement Media*. London : Sage, 2011, p. 565.

² ATTON, CH.: Fanzines: Enthusiastic Production through Popular Culture. In ATTON, CH. (ed.): *The Routledge Companion to Alternative and Community Media*. New York, London : Routledge, 2015, p. 439.

whose concerns it represents, giving a position of engagement and direct participation."³ The boundary between the producers and the readers of zines is very thin, almost nonexistent. Fiske says, that due to this, "*the readers are cultural producers, not cultural consumers.*"⁴ This is a typical defining characteristic of all community media, not just the print ones.

As we have already mentioned, zines are a special category within community media. The other category is electronic community media, which direly need a legislative foundation for their existence due to the character of their form – radio and television. This enables them to have a full-fledged relationship with other electronic media, albeit having some form of legislative relief stemming from their community-based existence. On the other hand, community press does not only forego any form of legislative founding, it actually only exists due to dodging any form of legal restrictions. As zines are not registered periodic press and also are not produced or distributed via more typical channels, such as the case of mainstream media, there simply is no regulating body the community press falls under. The simple fact, that they are untouchable by any typical means of regulation, sends a clear message of their rebellion against society, culture, etc., to which they provide an alternative. In the Czech and Slovak media system, community press is the only form of community media present. This is because both the Slovak and the Czech media environment does not acknowledge the term "community media", which in turn causes an absence of any legislative acts setting up the existence of electronic community media. Zines on the other hand, are not limited by huge start-up investments or signal coverage issues, like traditional electronic media, and therefore provide a unique and rare voice for communities in these countries.

The amount of almost limitless freedom in creation causes an insurmountable amount of content topics, but also in turn denies any attempt to create a coherent typology, which would enable us to categorize zines according to views and topics. Furthermore, Atton stipulates, that the diversity of zines pushes the theory of liberal pluralism to its limits.⁵ Due to the vast variability of zines globally, we will be mostly working with the most popular and common zines available. In Czech Republic and Slovakia, the most common zines concentrate on culture and cultural shifts, whether it being a complete reassessment of the culture as a whole, or just highlighting a specific part of a subculture or a music genre. Other common zines have an artistic focus – ranging from simple poem-centric zines, through literary, photographic to comics and illustration zines. Additionally, zines concentrating on bringing a change or to stir up a discussion about politics, economy and the societal situation are pretty common as well. All in all, the main objective of zines stays the same though – "*they celebrate the every person in a world of celebrity.*"⁶

³ ATTON, CH.: A Reassessment of the Alternative Press. In *Media, Culture & Society*, 1999, Vol. 21, No. 1, p. 52.

⁴ FISKE, J.: *Understanding Popular Culture*. New York, London : Routledge, 1994, p. 151.

⁵ ATTON, CH.: *Alternative Media*. London : Sage Publications, 2006, p. 8.

⁶ DUNCOMBE, S.: *Notes from Underground: Zines and the Politics of Alternative Culture*. Bloomington : Microcosm Publishing, 2008, p. 7.



Picture 1: Form variability of the front pages from various Slovak zines – comics zine Patrik, skateboard zine Sketord, anarchist zine Neformální anarchická federace, festival zine Forever megashit story, anarchistic zine Změň vše!
 Source: Own processing, front pages of selected zines

2 From zines to periodic press

Not many people concerned themselves with zines per se within the Slovak academic research environment. This could be caused by a plethora of factors, including the vastness of the various zine topics, the underdeveloped community media issue or the fact, that it is nigh impossible to write a holistic history of zines. Many zines only appeared in small print runs, some of them even appeared in closed-off communities, which makes them impossible to get. Even amateur zine collectors in Slovakia cannot reach a consensus on whether extremist communities publish their own zines, and if they do, what form these might have. What we can gather from the mostly cultural zines at hand though, is that even though the production process is rather amateurish, the general level of the zines themselves can seem very professional sometimes. A zine called Crook/Křivák, which displays the skateboard community in Czech Republic, is a great example of this. It is being distributed as a hardcover book, uses a graphic wrap, akin to a typical magazine one and works often with illustrations and photographs. It even includes advertising, which is a unique phenomenon within the Slovak and Czech zine scene, but not such an uncommon thing in other countries.



Picture 2: Example of graphic wrapping in the zine Crook/Křivák
 Source: Crook, 2014, No. 2, p. 50-51.

By now, it has become apparent, that the issue at rigidly defining zines themselves and their specific characteristics originates in the way in which we define the wide range of production, views, goals, etc. of these zines. As we have mentioned, one possibility is to define them by comparison with traditional periodical media. We shall characterize the lack of behavior in comparison to traditional press.

Community press:

- **does not have to be periodic at all** – while one of the prerequisites for press registration in Slovakia is a periodicity, i.e. to be published at least twice within a calendar year⁷, community press does not, by definition, have to be published in a set period of time. This leads us to a simple categorization of zines between the periodic and the non-periodic, but it is sadly not that simple. While the categories are rigorously defined, the zines are not. This means that while some zines might retain some form of periodicity, others may shift from periodic to non-periodic and vice-versa. There are some zines, for example, which are published in waves or have a greater periodicity, due to a certain special event which correlates with their ideals or message. The most common periodicity within Slovak zines is a bi-monthly one, and although a weekly publishing is sometimes used abroad, there are no zines in Slovakia which are published this often. All in all though, a majority portion of Slovak zines are non-periodic.
- **authors and editors might be anonymous or might use a pseudonym** – one of the many reasons for this is the authors' fear of being caught, due to zine distribution not being legal per se, especially concerning extremist zine authors. Other than that,onyms or nicknames of authors are used mostly as a messaging tool of the zine – some cultural and agitated zines want to show that the name of the author is not as important as the content of the zine itself and they want to induce a change in the reader's world view.
- **does not have to have a singular graphic identity** – while a constant graphic identity is one of the trademark characteristics of traditional periodic press, community press deviates from this concept in various margins. Zine visuals can be rigid, or they can continually shift to different ones and they can even completely change on an issue-to-issue basis. Harcup arguments that this is most probably due to the inconsistency within the editorial base.⁸
- **does not have to use formal language** – As zines are created by the community, they often showcase the language level and authenticity of the community. Slang, grammatical errors, vulgar and offensive word usage is quite common.

⁷ Act 167/2008 of 9 April 2008 on periodicals and agency news service. [online]. [2016-10-18]. Available at: <<http://www.culture.gov.sk/posobnost-ministerstva/media-audiovizia-a-autorske-pravo-/media-a-audiovizia/pravny-ramec-ca.html>>.

⁸ HARCUP, T.: *Alternative Journalism, Alternative Voices*. New York, London : Routledge, 2013, p. 55.



Picture 3: Change of the visuals of the title page in the zine SpodNás within the range of 2 issues
 Source: *SpodNás*, 2016, Vol. 1, No. 1, p. 1 and *SpodNás*, 2016, Vol. 1, No. 2, p. 1.

3 Production and journalistic content creation

Concerning the print runs, the zines in Slovakia usually print an issue in tens or hundreds issues at most. The reason for this is the short time of zine evolution and the absence of any community created media content in the form of electronic community media, which aren't defined in the Slovak legislature. As with content and other things, even the size of an issue is not constant and is a subject to change with any zine.

Zines in any form absolutely do not copy content, even from agency news services, but create their own unique content. The authenticity of this content is formed through the complete creative freedom, ranging from the independence of genres, content and editing. Within this context, Atton remarks that zine editors are usually inspired by their own lives and the unique way they experience life events, which they then turn into the content they write.⁹This affirms the uniqueness of produced text content, which is only limited by the author's own personality. Such a freedom in writing is unheard of in traditional press, not to mention that zine authors usually have little to no journalistic skills or training. The fact, that every member of the community has an option to express himself with this level of freedom causes zines to inadvertently better the writing skills and media competences of the authors through their own work. Education in these fields is fairly frequent within other

⁹ ATTON, CH.: Fanzines: Enthusiastic Production through Popular Culture. In ATTON, CH. (ed.): *The Routledge Companion to Alternative and Community Media*. New York, London : Routledge, 2015, p. 437.

types of community media, e.g. community radios and television offer training and education programs, often for free.

One can make an argument that a genre consistency is rather rare from a language standpoint - there is a high occurrence of vulgar phrases and language and grammar errors on various levels. But despite this, many zines actually do preserve a high standard when it comes to language. The motivation to publish a language incorrect text is the preservation of the authenticity of the text, which only underlines that the zine is in fact done by the community and is not torn out of the life of the community.

The production of community zines is rather specific. Just like the production of content, publishing and printing work differently with zines compared to traditional press. The printing process usually doesn't entail state-of-the-art techniques, quite the opposite. There are cases where zines are being stitched together by hand; sometimes the pages are simply put within each other to resemble a magazine look without anything to hold them but a duct tape. From the production standpoint, the content comes before the form.

The distribution of zines in Slovakia is done via alternative channels, as it is not possible, nor appropriate to distribute them the usual way. Direct sales during community meetings and concerts are quite common. Triggs argues that by shying away from typical means of distributions, zines are moving off-radar from typical mainstream publications. This helps them concentrate on creating content for their community. She also lists other possible distribution options, like zine conventions, independent music stores, independent bookstores, or postal delivery with a personal preorder.¹⁰ Sadly, these are hardly present at all in Slovakia and Czech Republic. An actual example of distribution is the zine *SpodNás*, which is distributed during community cultural events and is also sold in a specific bar and in a partnered second-hand bookshop. Voluntary participation in zine distribution without any payment is very important, as community media financing, whether press or not, is strictly non-profit. One could argue that this way the zine will not reach further audiences, but zines, like all community media, are not interested in reaching mass audiences. Their goal is to serve the community which created them. Atton defines this sort of distribution as circulation and stipulates that it is obvious that no community press product could ever reach circulation comparable with the one from mainstream media.¹¹

As we have mentioned, the main defining characteristic of community press in terms of finance is their non-profit character. The process works mostly due to the intimate trust of the community members, as most of the income comes from gifts. Fundraisers and profit from sales is all poured back into the production process and is not divided between the creators of the medium. This guarantees a steady progression in terms of production quality, but leaves the medium open to financial malpractice. As with other zine characteristics, zines do not have a constant price. There are even alternative selling methods, like bartering different zines or even gifting without wanting any payment at all. The important thing is the voluntary

¹⁰ TRIGGS, T.: *Fanzines*. London : Thames & Hudson, 2010, p. 7.

¹¹ ATTON, CH.: *Alternative Media*. London : Sage Publications, 2006, p. 39.

participation of community members throughout the whole production process. Duncombe argues that this is the single most important zine characteristic. According to him, there is a clear division between creations done for financial compensation and those done out of love. The authors creating out of love have full control of their creation, the process and the audience the product is made for. This is what Duncombe calls real authenticity.¹²

Conclusion

Community press, just like any community media form, has its own specific characteristics. Its great variability and range of topics, forms production and distribution systems add greatly to the freedom of speech in any society. Due to the limitation of the audience, which are the respective community members, zines do not penetrate the mass media market but they help diversify the media landscape in such a way, that every individual can choose his preferred form and content. As Slovak and Czech legislature does not acknowledge community media as a separate media form, community press is the only way for communities to participate in and for non-profit community media to exist. Finally, one can only add that “an alternative is made out of people creating content they love because of their love of creating, of the right to have a voice, of the value of a human being.”¹³

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¹²DUNCOMBE, S.: *Notes from Underground: Zines and the Politics of Alternative Culture*. Bloomington : Microcosm Publishing, 2008, p. 101.

¹³*SpodNás*, 2016, Vol. 1, No. 1, p. 40.

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ADOLESCENT – PERSONAL BRAND AND ITS RELATIONSHIP TO SELECTED ELEMENTS OF MEDIA COMMUNICATION

Blandína Šramová – Milan Džupina

Abstract

The article deals with psychological aspects of perceived media communication by adolescents. The goal of the research was to determine a semantic space, which is attributed to a celebrity brand, commercial advertising and social advertising. These three objects were confronted with self-object, which represented the personal brand of adolescents. To meet the objectives, we used the method of semantic differential, which consisted of 35 bipolar adjectives. The sample consisted of adolescents (N = 68) aged 19.2 years in average. The results proved a significant relationship between the perception of celebrity and commercial advertising, as well as between celebrity perception and social advertising. Finally, a hierarchical analysis proved that adolescents connect their personality with celebrities, as well as with social advertising. Their attitudes towards commercial advertising showed ambivalent. On the one hand, commercial advertising was rejected by adolescents and on the other hand, it was perceived very similarly to social advertising. It proved very little differentiation between these two types of advertising.

Key words:

Adolescent. Advertisement. Media communication. Personal brand. Semantic profile.

1 Introduction

The period of adolescence is a transit period between puberty and adulthood. A period, when everyone is influenced by different institutions, such as family, school, peers, and media. The last two institutions specifically play an important role in the process of transformation. In the process, where an adolescent compares the values that are presented to them by the family members, by members of their close social environment, and of course by school, media, and other social groups.¹ All of this creates a base of forming an attitude towards themselves, and towards the world. Although the developmental period of adolescence is not considered as turbulent compared to the puberty, we witness arguments with authorities, especially during the forming of adolescent's personal and social identity.² The adolescent is trying to find the meaning of their life, they are looking for the answers to the questions of who they are and what is their place in the social environment. Contemporary adolescents from the Generation Z can seek help with these issues from their peers, as well as from media. This generation is surrounded by digital media that represent a stable part of their lives. It is a global generation for whom no boundaries exist in terms of using the internet or travelling. In the same time, they live in a world that is oversaturated with information. This may and may not be helpful in the process of creating an identity.

On the one hand, it is easy to get to the information, on the other hand, the internet space often drags them into the mists of infinite number of other, sometimes contradictory, information. This leads to confusion, not stability. Modern

¹ HAMRANOVÁ, A.: Values and value orientation of high school students. In *The Turkish Online Journal of Educational Technology*, 2015, Special Issue No. 2, p. 716. [online]. [2015-09-03]. Available at: <http://www.tojet.net/special/2015_7_2.pdf>.

² ŠRAMOVÁ, B.: *Osobnost' v procese ontogenézy*. Bratislava : Melius, 2007, p. 169.

technologies influence yet another important need of the adolescence, and that is the need of being a part of social world of the peers. A group of peers influences values, attitudes, opinions, and experience of adolescents. It has a substantial impact on their consumption behaviour, brand preference, and loyalty to the brand.^{3,4} Adolescents care much about the opinion of their peers. They want to be a part of it, while also being unique, different from others. Thanks to modern technology, there is a change in communication patterns of adolescents, where interpersonal communication is moved to on-line space, which is used for making and maintaining contacts. Here we witness the effect of virtual space on development of social relationships, but also on increasing social isolation of adolescents.^{5,6} According to Vrabc, ⁷ communication is the most common reason for using the internet, while most of the studied respondents communicate via social sites. For Generation Z, not only communication on social sites is typical, but so is high level of addiction to media, especially to so called new media.⁸ Adolescents share their attitudes, opinions, values in virtual space, and doing so they influence each other. Here we can find recommendations of certain products, movies, TV series, but also of adverts of commercial and social character. Generation Z is a generation that declares that they are not influenced by traditional advertisement. However, they do not realize that the marketers are infiltrating their social space by using new forms of advertisement (e.g., guerrilla, viral, etc.).

Inclination to brands is another phenomenon that is typical for Generation Z, and that is worth of considerable attention. The importance lies in the identification of producer or seller.⁹ Brand can represent a name, trade mark, logo, or another sign.¹⁰ The current state of branding allows to apply the principles of marketing to any marketing entity, persons included.^{11,12} It works as an efficient mean of differentiation from competition, using the name, sign, or design.¹³ Especially in the

³ ŠRAMOVÁ, B., DŽUPINA, M., JURÁŠKOVÁ, O.: Impact of value structure on brand engagement depending on degree of self-esteem of adolescents. In *International Journal of Innovation and Applied Studies*, 2013, Vol. 3, No. 4, p. 933.

⁴ ŠRAMOVÁ, B.: Media literacy and Marketing Consumerism Focused on Children. In *Procedia – Social and Behavioral Science*, 2014, Vol. 141, p. 1026.

⁵ MAZZARELLA, S.: *20 questions about youth & the media*. New York : Peter Lang Publishing, Inc., 2007, p. 58.

⁶ VALKENBURG, P., PETER, J.: Social consequences of the internet for adolescents: A Decade of research. In *Current Directions in Psychological Science*, 2009, Vol. 18, No. 1, p. 1.

⁷ VRABEC, N.: *On-line generácia: informácie, komunikácia a digitálna participácia mládeže v informačnej spoločnosti*. Bratislava : IUVENTA, 2009. [online]. [2011-02-15]. Available at: <<https://www.iuventa.sk/sk/Vyskum-mladeze/Vyskumy-katalog-dat/2009/On-line-generacia-informacie-komunikacia-a-digitalna-participacia-mladeze-v-informacnej-spolocno.alej>>.

⁸ ŠRAMOVÁ, B., HAMRANOVÁ, A.: Value orientation of adolescents in digital age. In MATÚŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity. Digital Life-part II. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 509.

⁹ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 700.

¹⁰ NAGYOVÁ, L., SEDLIAKOVÁ, I.: *Privátne značky: fenomén označovania výrobkov 21. storočia na európskom trhu*. Nitra : SPU v Nitre, 2014, p. 160.

¹¹ KOTLER, P., KELLER, K. L.: *Marketing Management*. 12th Edition. Praha : Grada Publishing a.s., 2007, p. 601.

¹² HOEFFLER, S., KELLER, K. L.: Building brand equity through corporate societal marketing. In *Journal of Public Policy and Marketing*, 2002, Vol. 21, No. 1, p. 81.

¹³ PRIDE, W., ELLIOT, G., RUNDLE-THIELE, S.: *Marketing: Core concepts and applications*. Queensland : John Wiley & Sons Australia Ltd., 2006, p. 498.

today's high competitive world it enables to gain and then maintain an adequate advance ahead of the competition. From the perspective of the concept of brand and the related category of value, we still encounter consumer oriented value, which is in essence an abstract category identifying the brand as a collection of assets and liabilities that create an implicit value perceived by consumer.^{14,15,16,17} The real extent of this value is therefore a function of brand perception by the consumer. It derives from their character, personal values, attitudes, etc. It is known that personal values of the character are formed during the social consumer behaviour, and that they are one of the important factors of decision and subsequent purchasing habits. Preference of values that is tied to culture, customs and norms, is reflected in the communication framework, which addresses the consumer.^{18,19,20} That is also why the emphasis is put on coordinating the values of the target segment with the values of the brand that approaches said segment.

The brand is usually defined by so called difference effect, meaning a model of brand value deriving from the customer's view.^{21,22} Brand value is then the outcome of personal and mediated experience that the consumer has with particular brand. CBBE model highlights that the power of the brand is influenced by the consumer's information about the brand, by their feelings towards it, by the things they have heard or seen – *brand knowledge* (awareness – recalling and recognition; associations with the brand). Basic principles of the brand are therefore applicable into the so called personal branding. Disposal of strong personal brand is connected to individuals showing high level of awareness, and creating strong, positive, and unique associations. Personal branding is a collection of activities heading towards creating and strengthening powerful and unparalleled qualities and values oriented to target audience.²³ Generation Z is trying to identify their characters, which, given their strong ego, they see as unique and with personal brand, with the brand and the product that are in line with their values, personal qualities, and attitudes. In this process of creating identity, celebrities (i.e., famous people who are known and recognizable to most of the segment) are playing the role of idea leaders, somehow directing and suggesting themes, products, services.

¹⁴ HOFFLER, S., KELLER, K. L.: Building brand equity through corporate societal marketing. In *Journal of Public Policy and Marketing*, 2002, Vol. 21, No. 1, p. 79.

¹⁴ PRIDE, W., ELLIOT, G., RUNDLE-THIELE, S.: *Marketing: Core concepts and applications*. Queensland : John Wiley & Sons Australia Ltd., 2006, p. 432.

¹⁵ FEHLE, S. et al.: Brand value and asset pricing. In *Quarterly Journal of Finance and Accounting*, 2008, Vol. 47, No. 1, p. 10.

¹⁶ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 698.

¹⁷ AAKER, D. A.: *Brand building – Budování značky*. Brno : Computer Press, 2003, p. 311.

¹⁸ ŠRAMOVÁ, B., DŽUPINA, M., JURÁŠKOVÁ, O.: Impact of value structure on brand engagement depending on degree of self-esteem of adolescents. In *International Journal of Innovation and Applied Studies*, 2013, Vol. 3, No. 4, p. 935.

¹⁹ ŠRAMOVÁ, B.: Brand engagement for university students in depending on the structure of values. In *Procedia – Social and Behavioral Science*, 2015, Vol. 174, p. 2520.

²⁰ ŠRAMOVÁ, B., HAMRANOVÁ, A.: Value orientation of adolescents in digital age. In MATUŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity. Digital Life-part II. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 507.

²¹ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 798.

²² KOTLER, P., KELLER, K. L.: *Marketing management*. 14th Edition. Praha : Grada Publishing a.s., 2013, p. 711.

²³ LABRECQUE, L. I., MARKOS, E., MILNE, G. R.: Online Personal Branding: Processes, Challenges, and Implications. In *Journal of Interactive Marketing*, 2011, Vol. 25, No. 1, p. 38.

In case of Generation Z, not only famous people from media that most of the population knows are considered celebrities, but also people that are famous only to certain segments (such as bloggers, youtubers, etc.). When speaking of celebrities, knowledge about branding mentioned above is even more important, as with the arrival of on-line media the possibilities of creating a personal brand broaden.²⁴ Regarding the creation of awareness, the possibility of recall and recognition from the public is wider, which is a fundamental, but not sufficient, factor of creating a strong brand. The most important thing for efficient strategy for creating a value of personal brand is to make sufficiently strong, unique, and positive associations, which is used for connecting to social advertising. However, the inevitable criteria is, just as in the case of commercial brands, relevance, individuality, and credibility of such connection.²⁵ Otherwise, it can lead to an opposing effect and a gradual erosion of the brand. Present-day's adolescents are often marked as so called new conservatives that call for values such as respect, truth, moderation, and interest in public affairs. In this context, we were interested in what semantic space does their personal brand (I am) have in relation to celebrity, commercial advertising, and social advertising. In other words, we wanted to find out whether a personal brand (I AM) has similar or different properties as watched objects (CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING).

2 Methods and participants

Studied group consisted of 68 Slovak adolescents aged from 18 to 21 years old (AM=19.2). As the research method, we used semantic differential with 7-point scale (the higher the number, the stronger the inclination to positive adjective) to find out what denotative and connotative meaning do adolescents attribute to following terms/objects: I AM, CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING. Semantic differential consisted of the following 35 bipolar adjectives: *attractive-repulsive, exclusive-ordinary, pretty-ugly, elegant-tasteless, sexy-not sexy, reliable-questionable, honourable-unprincipled, honest-fake, trustworthy-misleading, experienced-inexperienced, skilful-unskilful, socially responsible-socially irresponsible, wise-stupid, nice-unpleasant, comfortable-uncomfortable, sophisticated-simple, organized-chaotic, rational-emotional, modest-vain, caring-negligent, qualified-amateur, familial-solitary, considerate-impudent, sober-impractical, strong-weak, confident-insecure, enthusiastic-indifferent, decisive-indecisive, athletic-unsporting, gentle-rough, calm-tense, dominant-submissive, masculine-feminine, public-private, bold-shy*. Resulting findings were treated in SPSS 21.

3 Results

The findings showed similar semantic profiles of watched terms that is I AM, CELEBRITY, COMMERCIAL ADVERTISING, and SOCIAL ADVERTISING. As we can see in the Graph 1, the investigated profiles are copied, all the concepts are generally positively evaluated in the following order: I AM (AM=5.07), CELEBRITY (AM=4.96),

²⁴ LAMPEL, J.: The Role of Status Seeking in Online Communities: Giving the Gift of Experience. In *Journal of Computer-Mediated Communication*, 2007, Vol. 12, No. 2, p. 435.

²⁵ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 655.

SOCIAL ADVERTISING (AM=4.91), COMMERCIAL ADVERTISING (AM=4.47) (table 1). However, we can find some differences with a closer look.

Table 1: Average values (AM) and standard deviations (SD) of bipolar adjectives for terms: I AM, CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING

Adjectives	I am		Social advertising		Commercial advertising		Celebrity	
	AM	SD	AM	SD	AM	SD	AM	SD
attractive-repulsive	5.51	1.017	4.88	1.622	4.14	1.853	6.11	1.360
exclusive-ordinary	4.45	1.580	4.37	1.921	3.36	2.079	6.24	1.256
pretty-ugly	5.70	.937	5.06	1.424	4.72	1.413	6.25	1.133
elegant-tasteless	5.55	1.063	4.87	1.445	4.20	1.531	6.16	1.188
sexy-not sexy	4.84	1.095	3.59	1.528	3.46	1.682	6.10	1.182
reliable-questionable	6.08	1.127	4.78	1.594	3.24	1.772	3.52	1.501
honourable-unprincipled	6.39	0.834	4.72	1.613	3.35	1.678	3.90	1.405
honest-fake	6.33	0.877	4.66	1.684	3.09	1.562	3.61	1.660
trustworthy-misleading	6.24	0.962	4.35	1.832	2.64	1.554	3.46	1.541
experienced-inexperienced	4.42	1.435	4.87	1.370	4.75	1.490	5.95	1.304
skilful-unskilful	5.42	1.391	5.20	1.255	5.07	1.210	4.93	1.726
socially responsible-socially irresponsible	5.58	1.089	5.75	1.560	4.58	1.759	4.97	1.780
wise-stupid	5.68	.800	5.15	1.315	4.06	1.516	4.24	1.518
nice-unpleasant	6.01	1.007	5.23	1.557	4.15	1.681	5.07	1.778
comfortable-uncomfortable	4.91	1.264	4.75	1.481	4.30	1.446	5.30	1.467
sophisticated-simple	4.51	1.627	4.51	1.700	4.62	1.885	5.18	1.669
organized-chaotic	5.09	1.703	5.76	1.426	5.61	1.566	5.21	1.895
rational-emotional	4.43	1.986	4.73	1.912	4.06	1.960	3.99	1.934
modest-vain	5.25	1.568	4.18	1.660	3.01	1.532	2.13	1.278
caring-negligent	5.52	1.272	4.79	1.675	3.85	1.858	4.15	1.881
qualified-amateur	4.15	1.417	5.49	1.359	5.58	1.245	5.31	1.616
familial-solitary	5.43	1.725	5.18	1.446	4.93	1.295	4.39	1.654
considerate-impudent	5.67	1.211	5.27	1.514	4.15	1.726	4.11	1.898
sober-impractical	5.49	1.187	5.24	1.315	4.56	1.418	4.27	1.687
strong-weak	5.12	1.441	5.22	1.301	5.54	1.550	5.70	1.382
confident-insecure	4.63	1.692	5.32	1.511	5.85	1.703	6.30	1.349
enthusiastic-indifferent	5.66	1.409	5.37	1.369	5.19	1.598	6.03	1.193
decisive-indecisive	3.85	2.039	5.73	1.307	5.55	1.628	5.66	1.702
athletic-unsporting	4.43	1.811	3.91	.848	4.03	1.109	5.16	1.431
gentle-rough	4.88	1.632	4.48	1.561	3.77	1.517	3.64	1.505
calm-tense	3.91	1.862	4.31	1.607	4.36	1.685	4.07	2.010
dominant-submissive	4.78	1.584	5.03	1.403	5.75	1.450	5.96	1.429
masculine-feminine	2.91	2.214	3.88	.946	3.93	1.012	3.83	1.377
public-private	3.90	1.900	6.32	.995	6.49	1.235	6.30	1.371
bold-shy	4.63	1.841	5.57	1.328	6.16	1.355	6.33	1.064
Total	5.07	.50	4.91	0.65	4.47	.61	4.96	.56

Source: Own processing

Adolescents perceive their own brand (I AM) only in positive connotations, while the highest scores were achieved by the following attributes: *attractive, pretty, elegant, reliable, honourable, honest, trustworthy, skilful, socially responsible, wise, nice, organized, modest, caring, familial, considerate, sober, strong, enthusiastic.*

Adolescents evaluated the term CELEBRITY mostly by: *attractive, exclusive, pretty, elegant, sexy, honourable, experienced, nice, comfortable, sophisticated, organized, qualified, strong, confident, decisive, athletic, dominant, public, bold.*

SOCIAL ADVERTISING was evaluated as *pretty, skilful, socially responsible, nice, organized, qualified, familial, considerate, sober, strong, confident, enthusiastic, decisive, dominant, public, bold*, but also *vain.*

COMMERCIAL ADVERTISING achieved its most positive characteristics in *skilful, organized, qualified, strong, confident, enthusiastic, decisive, dominant, public.* However, it also scored the most negative connotations from all the studied terms: *ordinary, not sexy, questionable, unprincipled, fake, misleading.*

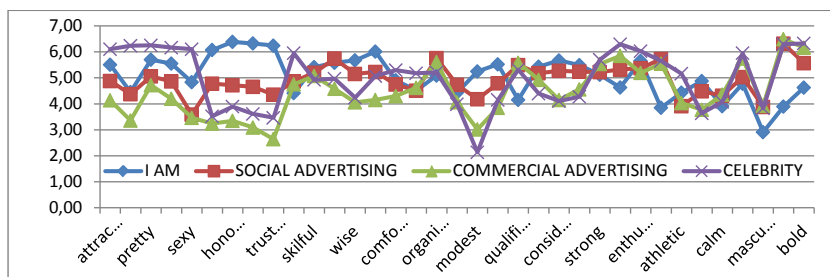


Chart 1: Semantic profile of terms: I AM, CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING

Source: Own processing

We also found out a significant relationship between the concepts of CELEBRITY and SOCIAL ADVERTISING ($r=.345^{**}$), and between SOCIAL ADVERTISING and COMMERCIAL ADVERTISING ($r=.446^{**}$) (table 2). Famous people can therefore underline the message communicated by the social advertising. In the same way, social and commercial advertising can connect, although there is a risk of parasitizing and of loss of confidence from the adolescents. Because of the correlational relationship that does not say anything about the causality, a caution in such connecting is in place. No statistically significant relationship was shown between the I AM personal brand and other concepts.

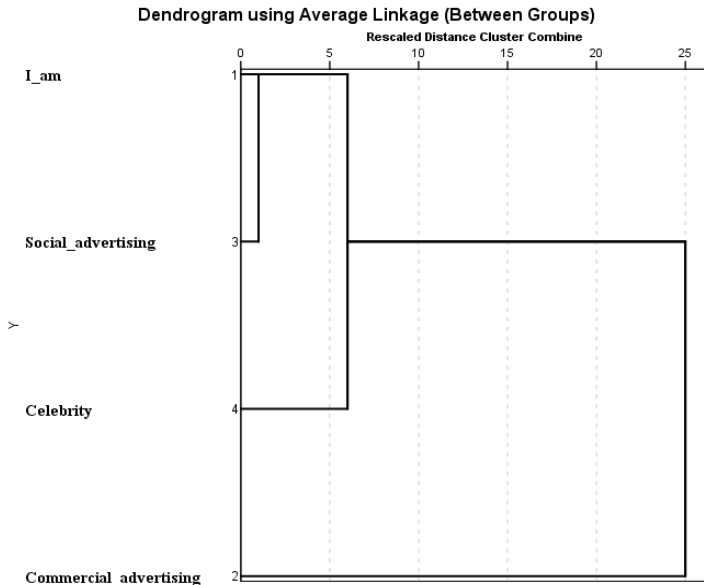
Table 2: Correlation between the terms I AM, CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING

	COMMERCIAL ADVERTISING	CELEBRITY	SOCIAL ADVERTISING
I AM	.232	.202	.156
COMMERCIAL ADVERTISING		.230	.446**
CELEBRITY			.345**

**= p≤0.01

Source: Own processing

Using hierarchical cluster analysis, we then tried to find out which concepts were identified by adolescents as groups of similar objects. Similar objects are defined by the geometrical distance, and they create a hierarchical system of clusters. These can be represented graphically in the form of dendrogram (Figure 1), i.e. a similarity tree. As we can see in the Figure 1, the terms we researched are organized into three clusters. The first one consists of I AM and SOCIAL ADVERTISING. The second cluster is made of I AM and CELEBRITY, and the third one connects COMMERCIAL ADVERTISING with CELEBRITY and I AM. Note that COMMERCIAL ADVERTISING is set the furthest from the other terms. This analysis allows us to conclude that the adolescents we studied perceive themselves (I AM) as similar and connected to social themes and to celebrities, where we can see the identification of oneself with influential figures, as the adolescents have highly positive image of themselves. Term COMMERCIAL ADVERTISING is rejected by adolescents, and its similarity to the I AM personal brand and to the CELEBRITY is distant.



Picture 1: Dendrogram depicting the distance of the objects I AM, CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING

Source: Own processing

Conclusion

The study of connotative meaning of personal brand (I AM) in relation to the terms of CELEBRITY, COMMERCIAL ADVERTISING, SOCIAL ADVERTISING, showed findings that are applicable in communication aimed at adolescents. Adolescents we studied proved to highly evaluate their personal brand with tendency to incline only to positive adjectives. These findings are not surprising due to the adolescents' higher self-evaluation and positive image of themselves.²⁶ The adolescents' perception of the social advertising and celebrity was similar to the perception of themselves. Their relationship with commercial advertising was ambivalent. On the one hand, they rejected it, on the other hand, they connected it with social advertising, while the overall profile of commercial advertising was positive. Here it is important to note that this can be tied to insufficient distinction between the social and commercial advertising, but also to possible connection of the message communicated by commercial and social themes. It can equally be a logical connection of commercial and social advertising, as in some cases, the commercial communication is tied to components of social advertising, as Bačuvčík and Harantová²⁷ point out. However, in order to deliver definite claims and specifications, comparative qualitative research design should be used based on the conclusions of the presented study.

Acknowledgement: The article benefited from VEGA Grant 1/0216/15 "Celebrities in social advertising and their preference in adolescents".

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²⁶ ŠRAMOVÁ, B.: *Osobnost v procese ontogenézy*. Bratislava : Melius, 2007, p. 172.

²⁷ BAČUVČÍK, R., HARANTOVÁ, L.: *Sociální marketing*. Ružomberok : VeRBuM, 2016, p. 213.

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ETHICAL PROBLEMS OF SLOVAK NEWSCAST. BRANDING SME AND MY TÝŽDEŇ NA POHRONÍ FROM THE ETHICAL POINT OF VIEW

Ján Višňovský – Erika Obertová

Abstract

For many decades, ethics in media environment presents a central theme for scientific publications that are dealing with various fields of media communication. The development and the change evolving recently, influenced by technological tools, forces to acquisition of new and more detailed information about current print media. The authors focus on the contemporary situation in print newscast with the emphasis on its ethical aspect in this scientific paper. This report is focusing on comparison of two periodicals in its contain which are divided according to their territorial interaction and number of recipients reading the newspaper in that particular time. This paper is structured in four key chapters, formally. The authors intend to bring a new perspective on the contemporary situation of ethics in media environment. The main priority is to clarify important ethical deficiencies in contemporary newscast and to compare two different periodicals of the same publisher.

Key words:

Journalism. Media ethics. MY Týždeň na pohroní. Regional newscast. SME.

1 Introduction

Constantly changing social conditions are manifested through the change of values, morals and through the evolution of new ethical theories. Media belongs to the most effective means of enforcing socially accepted values in an informative society because they not only mediate but also create values.¹ Media ethics is an essential part of publishers, media owners, advertising staff and subscription. It is true that journalists that follow certain standard are able to provide information in ethical way to maintain their reputation and favor of their readers. In addition to moral stimulus there are economic reasons for executing of ethical journalism as well. Media reputation is important for business success for example. Equally, governments of individual states do not attach importance to establishment of ethical norms if journalists themselves follow high ethical standards.² There are several arguments about the need of media ethics and its definition. Anna Remišová claims that: *“as an applied ethics, it is a theoretical and practical resource for media production based on values and realized in the public interest as well as in the interest of the humanity.”*³ The main purpose of application of ethical principles into media area is a personal need of a recipient.

Informative ethics defines the rules of conduct while working with the information. Problems of informative ethics focus on media area of newscast, and they are determined in specific categories:

¹ BALÁŽOVÁ, E.: *Rozvíjanie mediálných kompetencií v etickej výchove*. Banská Bystrica : UMB, 2012, p. 10.

² BUTLER, P.: *Journalism Ethics. The Global Debate*. Washington : International Center for Journalists, 2009. [online]. [2016-10-15]. Available at: <http://www.icfj.org/sites/default/files/Journalism%20Ethics_Global%20Debate.pdf>.

³ REMIŠOVÁ, E.: *Etika médií*. Bratislava : Kalligram, 2010, p. 21-22.

- a.) Newscast impartiality regarding concepts such as objectivity, veracity, balance and the inherent hidden advertisement and common conflict of interests at the same time.
- b.) Journalists responsibility towards the recipients and an employer is essential. The absence of information verification, plagiarism, facts withholding, mistakes and omissions belong to the most essential and most serious ethics violation in media community.
- c.) The impact on the source of information and people involved in newscast is one of the often discussed topics in contemporary academic and media society.

Journalistic ethics is a part of media ethics. Pavol Šeřčák defines journalistic ethics as a set of moral standards that determines responsibilities of people active in journalism. Ethical rules of journalists are different from the legal, political and other norms. Single ethical norms are created regardless of the journalists wishes and they either harmonize or do not harmonize with various directives and requirements. Basically, the code of journalistic ethics is just an attempt to formulate more or less spontaneously followed professional habits.⁴ That is the reason why the ethical requirements are encoded in the profession itself. We can talk mainly about bringing truthful information, respecting human rights, about honesty and service for public interest when working as a journalist. Principles of journalistic ethics are necessary element of professional behavior. The content and forms of journalists professional ethics are historically conditioned by social development, historical events and social-scientific knowledge as well. Journalism and models of employing were markedly influenced by the end of 20th century and the beginning of 21st century. New digital environment considerably extended range of skills that journalists necessarily need. Contemporary society is characterized by pluralism of opinions, forms of communication and the speed of information spread. Changes in journalism and media environment raised new questions about ethical framework in which a journalist may work. Each of the changes generates greater demands on work of the journalists, mainly on respect of professional ethics.⁵

2 Ethical problems in contemporary newscast

The main role of a journalist is to spread the information through the various communicate. As the author of the content influencing public opinion, a journalist must have particular characteristics and demonstrates the abilities that influence his ethical decision making in positive side. Journalists ethical behavior and honorable conduct are also driven by relationship with their recipients and organization where they work. Journalists are driven by ethical principles of the given cultural society. We connect values and characteristics of a journalist with the basic ethical problems in journalism. Anna Remišová offers brief vision. She speaks mostly about freedom of speech and press, about principle of veracity in journalism, privacy policy, hiding of real problems and crisis of journalism.⁶ It should be noted that these so called real problems in media community affect not only journalists but many times also transnational or regional organizations they work for. Ján Višňovský states that

⁴ ŠEŘČÁK, L., HORŇÁK, P.: *Etika reklamy. Etika žurnalistiky*. Bratislava : SOSPPRA, 2000, p. 123-124.

⁵ REMIŠOVÁ, E.: *Etika médií*. Bratislava : Kalligram, 2010, p. 87-94.

⁶ *Ibidem*, p. 195.

“... journalism functions in the certain social situation, it is significantly affected by external environment as well as by the own professional environment’ influences.”⁷ We can observe that contemporary situation and cultural society for which the journalist creates texts, affect journalist’s behavior and actions to the same extent as the organization where he works itself.

Despite the code of ethics, state notices or personal ethical standards, ethical violation by journalists and media are often discussed. Gabriel Šípoš deals with moral offenses and he claims that firstly, there are ethical problems concerning conflict between business and personal interests regarding professional role of journalists. Ethical violation in media environment is connected with the lack of professionalism in work of journalists.⁸ Definition of specific problems can be divided into categories:

- a.) *Conflict of interests* starts when the personal relations interfere with the independent attitude of a journalist. The best way of resolving the conflict of interests is to substitute a journalist with the another one or to inform the readers about this situation.
- b.) *PR article with the aim to manipulate community* occurs very rarely according to Slovak journalists. This category includes also texts supporting one opinion party.
- c.) *Misleading headlines* do not share the content of the article. Headlines are important for the readers that observe the topic based on the title and are not interested in the reading of the whole report.
- d.) *Partiality and absence of opponents reaction* presents missing opinions and reactions of all involved sides. They mislead informative value and do not support constructive searching for problem solution.
- e.) *Unprofessional designation of experts and sources* is an essential problem because many news texts depend on selection of experts whose statements the journalist uses to explain the situation. The selection and designation of professionals is subjective and easily exploitable that is why the usage of anonymous sources should be especially sensitive. The reader considers anonymous statements as untrustworthy.
- f.) *Missing message context* is very common. Previous topic development and relation to the other topics is very important for the information usefulness.

In violation ethical standards, it is important to find out whether it was a mistake, purpose or lack of empathy towards involved sides. It is not always a rule that violation of ethical principles is a mistake of a journalist. Administrators and media organizations interfere with the process as well. It is related to the view of a recipient who is reading the article and his opinion about the processed text.

3 Methodology of the research problem

Regularity or graphic range should not be a factor influencing moral values in Slovak media. That is why the news stories from two different print media became the object of this research. For this reason, specific titles with adequate information value

⁷ VIŠŇOVSKÝ, J.: *Aktuálne otázky teórie a praxe žurnalistiky v ére internetu*. Trnava : FMK UCM in Trnava, 2015, p. 44.

⁸ ŠÍPOŠ, G.: *Problémy v etike a profesionalizme slovenských novinárov*. Bratislava : INEKO, 2003, p. 4.

were established. Two Slovak periodicals in print form with focus on news became the object of the analysis. Daily paper SME and regional weekly paper MY Týždeň na pohroní published in county Levice constitute specific sample. Data collection was conducted in two ways: purchase of daily paper SME in specific stores and subscription to regional newspaper MY Týždeň na pohroní through website of company Petit Press. Specific survey was conducted from December 2015 to the end of February 2016. Time diversity of publishing of both periodicals influenced the survey and that is why the analysis consists of Saturday's issue of daily paper SME only. Regularity of MY Týždeň na pohroní subscription stayed unchanged and all editions constituted the sample for analysis during data collection. As a coding unit served news article with a headline containing theme of current social events of home news.

Quantitative content analysis was used as a research method. Within quantification, it was investigated if and to what extent journalists violate ethical and moral principles. Exactly, five violations of ethics were observed in this research:

- a.) Misleading headlines – main headlines which do not correspond to the article content. Headlines are misleading and false while they do not reflect main essence of the text.
- b.) Partiality – absence of reactions of opposing party and involved parties results in clear partiality of news text.
- c.) False designation of experts and sources – missing or inaccurate person's description that the journalist used as an initial source of information.
- d.) Unfounded classifying into minority groups.⁹
- e.) Author's evaluation of news stories – comments and opinions are not distinguished from news texts.

4 Analysis of reports of daily paper SME and weekly paper MY Týždeň na pohroní

Specific analysis of selected periodicals is the idea of this report. The main aim was to find out if Slovak journalists follow the important ethical principles determined by given cultural society and media community. The content consists of quantitative analysis' results of print edition focusing on news.

4.1 Characteristics of selected periodicals

The analysis deals with the two Slovak regularly published newspapers which main aim is to offer news. Precisely, it includes Slovak nationwide print medium SME and regional paper MY Týždeň na pohroní. First edition of daily paper SME was published on 15th of January in 1993, approximately two weeks after Karol Ježík's recall from the position of Smena's general editor and departure of fifty editors from its office. Later, fourteen years after the establishment of daily paper SME, it has changed in its content and form most significantly throughout its whole existence. Changes existed

⁹ From the ethical point of view it is a role of journalist to avoid hatred or discrimination based on the racial, religious, ethnic or another diversity. As a person who has great influence on the readers opinions and values through their reports, they are forced to follow moral principle, and to inform about classifying into minority groups only if it is necessary regarding the topic (remark by the authors).

previously can be labeled as occasional adjustments.¹⁰ Contemporary, newspapers are published six times a week in the range from twenty to forty eight pages. Daily paper SME consists of topics which consider home news, economics, foreign countries, opinions and comments, culture, science and technology and sport.

MY Týždeň na pohroní as a regional weekly paper has been published since 2004. It focuses on county Levice – Šahy – Želiezovce while beside permanent employees, office uses external contributors from neighborhood as well. These external coworkers are familiar with writing rules and sub-editing daily paper SME texts. Both periodicals follow the Code of ethics of daily paper SME and publishing house Petit Press. The main purpose of its Code of ethics is to determine rules of conduct of daily paper SME workers and to inform readers about their values and work principles. Writing editors and commentators, photographers and graphic designers follow this code of ethics. Code of ethics of publisher Petit Press a.s. relies on mandatory ethical standards that are formulated in Code of ethics of Slovak Syndicate of Journalists and in Code of ethics of daily paper SME modifies the relation between shareholders and investors of publishers and people that are responsible for editorial activity of media released by publisher Petit Press.

4.2 Analysis results

The analysis dealt with 22 editions that includes 209 articles of home news in the period from December 2015 to February 2016. The analysis recognized sections that were differential, different in each periodical. The topics of daily paper SME were devoted to home news with focus on politics and economics, and the separate section named News. Topics of regional weekly paper MY Týždeň na pohroní focused on the news of home environment. There are all five findings of violating ethical values in selected periodicals:

- a.) Misleading headlines – this value was found in both periodicals. In daily paper SME, there occurred a case of one headline that did not fulfill the function and it was January edition. This violation generated 8,30% of the whole possible violation value in all editions. In regional newspapers MY, there occurred one headline that did not correspond with the content of the text. Violation constitutes 10% of all MY editions that were a subject of the analysis.
- b.) Partiality – daily paper SME contained 5 reports with violation of ethical principle. There were several very serious findings of objectivity violation in the months of January and February. Violation constitutes 41,70% of the whole possible objectivity violations in 12 editions in months from December to February.
- c.) False designation of experts and sources – there was a finding in a daily paper SME as well as in the weekly paper MY Týždeň na pohroní. There were two violations in SME in December regarding this criterion. Overall violation formed 16.70% of the total SME editions in months from December to February. Examining MY, four violations were found. Not always it is an absence of the whole name and function. In some cases, there are facts such

¹⁰ VIŠŇOVSKÝ, J.: Ako sa formuje tvár novín. Prípád denníka SME. In MAGÁL, S., PETRANOVÁ, D., SOLÍK, M.: *Nové diskurzy mediálnych štúdií – Megatrendy a médiá. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2011, p. 46-47.

as imperfect statement of the source, anonymity and inattention of the author. Supposedly, it was not in the author's intention to obscure a source. However, this situation is very confusing and unclear for the readers and regarding importance of the topics ethically unacceptable. It presents 40% out of total MY Týždeň na pohroní editions in period from December to February.

- d.) Unfounded classifying into minority groups – there was a one finding in weekly paper MY. The way authors treated minority groups is alarming whether it is ethnic, racial, national or any other difference. It is unacceptable to support and emphasize intolerance towards other groups in texts. Violation constitutes 20% within all editions.
- e.) Author's comments in news – this value was found in SME and MY as well. Violation regarding journalist's attitude in text became an alarming fact in SME. The author expressed his/her own attitude in first two months. It constitutes 50% of the total SME editions amount. Within editions there was found one statement of the author. It means 10% of total editions amount.

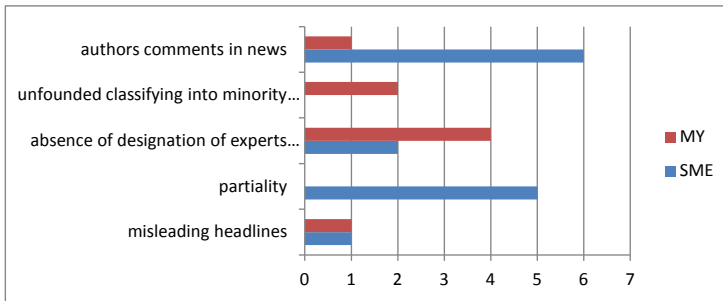


Chart 1: Analysis results of ethical comparison of SME and MY Týždeň na pohroní

Source: Own processing

The conclusion discusses the research provided on selected sample which consists of two influential periodicals. Periodicals SME and MY Týždeň na pohroní in range of 22 editions and 209 articles were observed on the basis of given criteria representing violation of primary ethical values in media. Specifically, it deals with: misleading headlines, partiality, false designation of experts and sources, unfounded classifying into minority groups, authors comments in news. Within the examined values, there were found 22 ethical violations in news reports that concerned home news. Examined values were present in both periodicals except partiality in regional newspapers MY Týždeň na pohroní and unfounded classifying into minority groups in daily paper SME. The smallest number of violations, except these two values in specific media, was conducted regarding misleading headlines as well as authors comments in news in MY. Paradoxically, authors comments in news presented the highest violation in daily paper SME while in regional newspapers it was a missing designation of experts and sources.

Conclusion

Ethics as a concept is a very wide and subjective phenomenon in human society. The understanding of difference between good and evil, right and wrong, justice and injustice is a part of ethics and morality in human society and media system in the same way. Issue we are dealing with is focusing on ethical and moral side in print media with focus on news. In contemporary society it is very hard to maintain media contents and their publishing regarding codes of ethics or generally moral principles created in social values. We agree with the statement of Eva Poláková who suggests that: *"... with increasing tendency of versatile usage of new technologies, it is no problem to get interesting information but it is their verification and publishing that can help the reader to differ essential from unessential and evaluate information correctly."*¹¹ It is assumed that the greatest problem of contemporary journalism is a weak control over media workers, influence of commercial aspects and pressure by the employer. It is very hard to follow ethical principles if there is a need to process materials in daily papers and weekly papers under pressure and in a hurry. Similarly, the cooperation with external correspondents is very complicated currently. It is a separate phenomenon in journalism because editorial offices have many times more external coworkers than internal employees. There occurs a problem of limited control over texts and content because general editor often receives quantity of reports and the detailed control is almost impossible. Also, infotainment gets greater space than the interest in bringing truthful and objective facts. Authors try to "chase" topics with greater potential to bring advertisers and public interest. Because the area of ethics in the media is very broad, this paper focuses on the ethics in news and the level of its following by selected media.

Acknowledgement: This article was elaborated within the research project supported by the Grant Agency of the Ministry of Education of the Slovak Republic and the Slovak Academy of Sciences (VEGA) No. 1/0611/16 titled "Multi-platform Concepts of Journalism in the Context of Development of Digital Technologies in Media Environment in the Slovak Republic."

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¹¹ POLÁKOVÁ, E.: Teória a prax dodržiavania etiky médií a ich spoločenskej zodpovednosti. In *Communication Today*, 2010, Vol. 1, No. 2, p. 158.

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PERSONAL DISTRIBUTION MODELS OF PERIODICALS OF SLOVAKS LIVING ABROAD

Norbert Vrabec – Marija Hekelj

Abstract

This study deals with personal distribution models of Slovak national periodicals in Poland and Serbia. The main aim of this study is to present results of detailed marketing and distribution activities analysis of periodicals Hlas ľudu (Voice of people) that is published in Serbian Novy Sad and monthly Život (Life) intended for Slovaks living in Poland. Brand construction of both periodicals is largely based on very close contact of the editors and their readers. This model is singular in the conditions of contemporary print media and it is called personal distribution. It does not use classic distribution channels (e.g. by means of specialized distribution companies, post office, kiosk selling, etc.) but it is based on personal contact of colporteur and community members. At the same time, colporteur – volunteer provides most of promotional activities directed at existing and potential readers of the corresponding national periodical.

Key words:

Compatriots periodicals. Marketing. Personal distribution models. Promotion. Slovaks living abroad.

1 Compatriots periodicals for Slovaks living in Serbia and Poland

Newspapers Hlas ľudu is a periodical coming out for Slovaks living in Serbia. It can be characterized as an informative-political weekly paper. First edition of Hlas ľudu came out in Báčsky Petrovec on the 19th of October in 1944. Since 1967 newspapers were coming out in Novy Sad where they are coming out until today. Hlas ľudu dealt with the question of cultural development from the beginning. It followed amateur activity of singers, dramatic actors, dancers and other forms of cultural expressions as well. It always cared for various reports of Slovaks living in Serbia. It comes out once a week on Thursday.¹ Magazine Život has periodically come out Slovak print media in Poland active for 58 years already. This cultural and social magazine is devoted to questions of Slovak and Czech (until 1995) minority living in Poland. It is a periodical presenting successful continuity of Slovak print outside the Slovak republic. And it serves as a press authority of the Slovak association in Poland. Slovak language brought to the compatriots Slovak households in Poland has contributed to the fact that Slovak minority did not assimilate completely.² Cultural and social monthly journal Život became a national magazine dealing with general social questions of Slovak and Czech national minority living in Poland. For many years, it has been concerned with issues of actions of Slovak (and Czech, until the year 1995) compatriotic movement in Poland that is constantly changing. It deals with the legal situation of this community, its assimilation problems regarding Polish community, its achievements and troubles as well. The questions repeated on the pages of magazine Život systematically are problems or questions of the Slovak educational system in Poland, connection to the homeland as well as national equality of rights.³

¹ DORČOVÁ, V.: *Slovenské vojvodinské novinárstvo vo víre mediálnych dianí v Srbsku*. Nový Sad, Báčsky Petrovec : Slovenské vydavateľské centrum, 2009, p. 5.

² MAJERIKOVÁ-MOLITORIS, M.: *Almanach XV – Slováci v Poľsku*. Krakow : Spolok Slovákov v Poľsku, 2014, p. 181-197.

³ *Tsp.org*. [online]. [2016-09-24]. Available at: <<http://www.tsp.org.pl/historia,26,,4.html>>.

2 Personal distributions as a part of media marketing

Personal distribution of periodicals is a marketing and distribution tool at the same time. It is a combination of personal sale with other marketing tools of media marketing. Čábyová (2010) defines media marketing as “...a process that the main task is to offer a media product on the media market to its target audience.”⁴ She introduces advertisement, sales support, public relations, personal sale and direct marketing regarding review of marketing tools using in media market. Product can be a specific newspaper edition, magazine edition, television or radio content; media market consists of real and potential users of these products. Individual media use a suitable combination of marketing tools – marketing mix to satisfy their customers and to achieve a profit. In some specific cases – e. g. in the context of national periodicals out-coming abroad – this list can contain personal distribution as well. As a part of this model of marketing communication that is a single distribution channel, personal sale has its priority status.

The main tools of marketing communication used in media marketing are, according to Čábyová: advertisement, sales support, public relations, personal sale, direct marketing and sponsorship. Sales support urges customers to buy a product or commercial space through various favours, events, competitions, lucrative discounts etc. It focuses on three target groups: advertisers, sellers and readers. When it comes to advertisers, it is a discount for purchase of commercial space mostly and sellers get bulk discounts. For sales support of readers, wide range of tools is used:

- subscriptions to newspapers for lower price,
- samples of products and other gifts offered together with media product,
- appendices in newspapers and magazines,
- contests about cash prizes, prizes or tours, loyalty programs.⁵

Advantage of personal sale is a two-way form of communication. Colporteur, who is a member of the local community at the same time, responds to readers' suggestions immediately. He/she observes customers' reactions, satisfies their needs within delivery of national periodicals and obtains feedback from the community members (readers) together. This type of distribution is almost forgotten because in the 21st century it is very rare to have a colporteur that distributes newspapers to every household in the town. Despite the period of the internet, post offices or kiosk sale, this type of distribution works with national periodicals, precisely with periodicals Hlas ľudu or monthly magazine Život. The disadvantage of a personal sale is its shorter range, expensiveness and impossible direct control of sellers that can harm the name of the organization for a long time by mistake or a defect.

As Vladimíra Dorčová-Valtnerová, responsible editor of Hlas ľudu says, “*Newspapers Hlas ľudu from its beginning until today work on the principle of subscription that includes personal distribution of newspapers as well.*” Mrs. Dorčová-Valtnerová further states that “*first issue of HL was published on the 19th of October, 1944 and it was written there “After reading move further”, that commenced like “destiny” of distribution. Thus personal distribution of Hlas ľudu has been realized since the*

⁴ ČÁBYOVÁ, L.: *Mediálny marketing*. Trnava : FMK UCM in Trnava, 2010, p. 11.

⁵ *Ibidem*, p. 32-33.

beginning of its publishing, and through colporteurs that we have in almost every Slovak village, with the exception (e. g. Šíd etc.) where we send our newspapers by post. A person responsible for distribution delivers newspapers from Báčsky Petrovec to the Slovak "centers" where we have our correspondents (Kovačica, Stará Pazova etc.). It starts on Thursday or Friday morning so our colporteurs can deliver newspapers to our readers, and each of our subscribers will have newspapers on their table on Saturday (monthly magazine comes out with Saturday's date). In our colporteur's network we have 15 colporteurs (Báčka: 10, Banát: 4, Srieň: 1)." Newspapers publisher Hlas ľudu has colporteurs in those villages (towns) where the number of Slovaks exceeds 100 people. It is a well working system that is used because it is also cheaper and more effective. 80% of a newspaper's circulation is sold by form of personal distribution. Total circulation of Hlas ľudu is 3700 copies per week. The remaining 20% is sent abroad by post. It is also possible to buy it in some villages (Petrovec, Padina) in bookstores, in shop resp. kiosk, at correspondents' places in Petrovec, Kovačica and Stará Pazova and in editorial offices in Nový Sad. Return copies constitute maximum 10% of newspapers circulation.

Monthly magazine Život has a similar strategy as weekly paper Hlas ľudu when concerning personal distribution. Milica Majeriková Molitoris, editor of Život clarifies: *"Regarding distribution, we have one colporteur (or even more) in every village that collects subscription and delivers magazines Život. These are the villages with the greatest amount of Slovak citizens such as Podvlk, Nová Bela, Krempachy, Nižné a Vyšné Lapše, Oravka, Jablonka and many others. It is a voluntary activity, the only reward is a diploma, books and small financial motivation that we hand on meetings. Meeting is taking place once a year. Readers can participate and say what they would improve about magazine Život, if they like the content etc."* General editor of magazine Život Agata Jedrzejczyk claims that: *"annual meetings were and still are like small congresses where there is a space devoted to the planning of future newspaper's circulation and evaluation. Compatriots express their opinions about the content, analyze it, point at its pros and cons, suggest new topics and columns. Editorial office takes into account these valuable remarks and tries to apply them in practice. Moreover questions of cultural, social and organizational activities of local groups or districts are discussed"* The conversation includes problems of association that were always present as well. The host of the meeting is every year another village of Spiš or Orava region. Meetings of Život, where The Central committee of Association, editorial office and postmen are meeting, are held to this day.⁶ Colportage takes place through local groups and districts of the Association. Contemporary, magazine Život is sent to several European states, the US and Canada. Now it belongs to the content and illustrations richest magazines regularly out-coming beyond the borders of Slovakia. It is a result of several years of work done by changing editorial offices teams, work of countless group of correspondents as well as farthest existing interest in the Slovak minority environment.⁷

⁶ MAJERIKOVÁ-MOLITORIS, M.: *Almanach XV – Slováci v Poľsku*. Krakow : Spolok Slovákov v Poľsku, 2014, p. 181-197.

⁷ *Tsp.org*. [online]. [2016-09-24]. Available at: <<http://www.tsp.org.pl/historia,26,,4.html>>.

3 Marketing communication of periodicals of Slovaks living abroad

Compatriots periodicals analysed in this report have specifically dedicated target audience, and that is Slovaks living abroad. Because of that, both periodicals use personal sale as the main tool for marketing communication. Beside personal sale they use public relations, while traditional tool of marketing communication – advertisement is not used in both periodicals to the greater extent and that is because of specific target group and its focus. Matúš and Ďurková define personal sale as a face to face persuasion of a consumer.⁸ Seller of both periodicals is a colporteur that directly addresses future readers. It is interesting that colporteur does not deal with acquisition of new readers largely but potential reader actively addresses colporteur in the case of interest in periodical. In media marketing, reserving time and space is an advertisement for representation or reminder of media product.

In the case of media marketing of Hlas ľudu, the analysis was devoted to the period of the last three years (2013-2016). Hlas ľudu uses standard marketing tools to the minimum extent. The publishing house has no separate marketing or promotion department. As Vladimíra Dorčová-Valterová, responsible editor of Hlas ľudu, says, *“Even presence of journalists of Hlas ľudu at every important or less important significant event in Slovak minority community, and at wider socio-political environment is considered to be a marketing according to me.”* Another marketing tool that Hlas ľudu uses is that it operates as a media partner at all important occasions in Slovak environment while Hlas ľudu appears at promotional and advertising materials (even with logo). Direct marketing consists of activities based on permanent interactive bond between seller and customer in order to address and to sell media product naturally. As marketing elements focusing on the building of a brand can be seen the organization of scientific conference in 2014 or round table that takes place every year in October as well. In the same way, weekly paper approaches its readers by organizing various photo contests. Monthly magazine Život is promoted in the similar way. It cooperates with Slovak consulate in Krakow where they organize several competitions together. Slovak Association in Poland creates various events for compatriots and the main media partner is monthly magazine Život exactly.

Weekly magazine Hlas ľudu has its online edition since 2010 as well – www.hľrs, that since 2013 starts to single out and differ conceptually from its print version that is daily task for the team of people. It presents equal editorial politics that differs formally and conceptually in some aspects. Online edition has its individual editor but the responsible editor is general editor – in print edition as well as in online version. In terms of number of website visits, Mrs. Vladimíra Dorčová-Valterová claims that *“digital version is important and it provides another life for our newspapers, especially in sense of younger reading audience. For that reason we approached, although a bit unofficially, to digital transformation of our newspapers, in which we emphasize online edition that builds its way to the readers from year to year.”* She reminds that they get on well and that can be concluded through empirical data of visits. In the period of October 2013 to October 2014 number of visits reached 68.728 single users on the annual level, in the period from October 2014 to October 2015 this number increased

⁸ For more information, see: MATÚŠ, J., ĎURKOVÁ, K., ČÁBYOVÁ, L.: *Moderný marketing*. Ksiežy Młyn : Dom Wydawniczy Michal Koliński, 2012.

to 99.033 users. In the last year (October 2015 to October 2016) we can talk about 122.176 single users per year. Further, Hlas ľudu has application for Android and iPhone.

Monthly magazine Život does not possess separate website but it is promoted on website of Slovak Association in Poland where can be found all information whether related to editorial office or registry of monthly magazine, its history and other information about this periodical. Hlas ľudu can not be bought in electronic version. However, there is a possibility to read a magazine at publishing platform of website ISSUU.com that publishes newspapers one week later. It is possible to read a magazine on this website without any fee as well. On the other hand, monthly magazine Život is possible to buy in electronic version as well, older editions can be found on website of Slovak Association in Poland. Hlas ľudu and Život together try to promote and increase readability of its periodicals. That is the reason why they both decided after some time to create a network of terrain editors that will be on-site events because main editorial offices are based in Novy Sad and Krakow. Concerning monthly magazine Život, first attempt of creating terrain workplace was in Orava region in the nineties of the last century, however this attempt was not successful. The next experiment occurred in the beginning of this century but it did not succeed as well. One of the causes was absence of compatriots with journalistic education in this region. Since 2007 terrain workplace of Život editorial office operates successfully in a Club of Slovak Association in Poland in Východné Lapše where one editor works part time and brings news of Spiš region. This makes editorial office present directly in terrain and in consciousness of these residents.⁹ The same principle functions in Serbia in Hlas ľudu. External editors are in Kovačica, Báčsky Petrovec and Stará Pazova.

Conclusion

Periodicals of Slovaks living abroad and precisely Hlas ľudu out-coming in Serbian Novy Sad and monthly magazine Život out-coming in Krakow belong to the most read periodicals of Slovaks in Poland and Slovaks in Serbia. This report dealt with personal distribution models of these periodicals. Newspapers Hlas ľudu and magazine Život work even today on subscription principle that includes personal distribution through the work of colporteurs that deliver given periodicals to the subscribers households. Colporteurs directly address readers but they are addressed by readers themselves in the case of interest in given periodicals. Both periodicals use many marketing elements focused on brand building such as: organization of scientific conference, cooperation with Slovak associations, photo competitions and other various contests. Regarding new tendencies in print publishing, both periodicals use online journalism – Hlas ľudu has online edition that differs conceptually from its print edition. Monthly magazine Život does not have online edition however its registry or information of editorial office can be found on the website of Slovaks living in Poland. It is possible to buy a monthly magazine Život in its digital version Hlas ľudu does not offer this opportunity. Yet concerning usage of new technologies, it offers application for Android and iPhone. Both periodicals try to increase promotion as well as readability

⁹ MOLITORIS, L.: Súčasný vydavateľské problémy časopisu Život. In *Almanach Slowacy w Polsce VI*. Krakow : Spolok Slovákov v Poľsku, 1999, p. 13-32.

within that they created network of terrain editors. Nowadays the magazine Život and Hlas ľudu are both sent to many European states, the US and Canada regarding delivery of these papers. Život belongs to the conceptually and illustratively richest magazines published regularly outside the borders of Slovakia nowadays. It is a result of several years of work done by changing editorial offices teams, work of countless group of correspondents as well as farthest existing interest in Slovak minority environment.

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Personal branding



BRANDS WE LOVE

SCIENTIST – CELEBRITY OR EXPERT? NEW MEDIA AS A TOOL FOR BUILDING A SCIENTISTS' PERSONAL BRAND

Andrzej Adamski

Abstract

In the opinion of M. Mołęda-Zdziech “the modern scientists may choose either to disappear from the public sphere and move to their cabinets, and therefore, they will lose the influence on the surrounding world, or to adjust to the rules of the media game and take part in the media spectacle”. But, scientists are often forced to choose: whether to be viewed as an expert or rather as a celebrity? And how they can build their personal brand? The hypothesis of my issue is: Scientists can effectively use the Internet and new media in building their position in the society and in intellectual discourse. I am going to analyse and show (on selected examples – case studies) how to do it.

Key words:

Blogs. Marketing. Mediatization. Personal brand. Prestige. Science. Scientist. University.

The aim of this article is to answer the question how new communication technologies influence the work of contemporary scientists and how they change the possibilities of communication of scientists with the environment (internal and external). The author shall refer to the theory of mediatization and the phenomenon of celebritization related to it, which also influences the world of science, changing the vision of a contemporary university and shaping social expectations towards universities and scientists. The author shall point out that there are effective tools enabling a scientist to consciously build his personal brand rather as an expert than a celebrity and to manage it. He shall discuss examples of employing such tools by selected Polish scientists. He shall point to the significance of institutional support provided to a scientist by his or her university. In order to implement his aim, the author will use methods of analysis of literature and sources available for the particular subject, methods of content analysis and case study.

1 The prestige of a scientist

In a survey conducted in Poland in 2013 by the Public Opinion Research Centre (CBOS) on the prestige of professions, first place went to a firefighter. As many as 87% of respondents considered this profession as having high social respect. Right behind the firefighter, the second place was taken by a university professor. This profession received 82% of the declarations of high social esteem. 13% of respondents declared an average respectability, and only 2% - small. 3% chose the "hard to say" answer option.¹ Interestingly, the social prestige of the professor profession practically has not changed for many years: in a juxtaposition of the results of similar studies from previous years, the discrepancy is very small. The percentage of respondents who declared their high esteem for the profession professor in the study of the years 1995, 1996, 1999 and 2008 ranges between 82% and 84%.² There are differences within the statistical error. We can therefore speak

¹ PUBLIC OPINION RESEARCH CENTER: *Prestiż zawodów. Research No. BS/164/2013*. Warszawa : PORC, 2013, p. 3.

² *Ibidem*, p. 6.

of a constant and consistently high prestige, which the profession of a university professor (or, more broadly, the scientist) has in the Polish society. According to the authors of the report, "the high position of professor is primarily determined by the expert nature of the profession and the tradition that assigns high social prestige to it. Important factors of status in this case, are both the academic title and the authority related to it as well as the type of work associated with intellectual independence".³

2 University – but what university?

But it is hard not to notice the changes happening in the world around us. Although the above-mentioned results suggest a certain stability in the perception of scientists, it must be noted that the social expectations towards scientists are changing. On the other hand, the social perception of scientists is closely related to the concepts of science and vision of the university and its role in the world. University, within the medieval meaning, assumed the freedom of this institution- not only freedom from power, but also from social pressure - even though it was financed from the public resources. The society thus gave an expression of the importance of knowledge, culture and education.⁴ The central value of the university was the apotheosis of reason and rationality.⁵ I. Kant advocated the idea of the liberal university. An extension of his postulates is Humboldt's idea of the university as a place not only for teaching, but also for research. On the other hand, J. Ortega y Gasset presented a vision of the university as an institution transferring practical knowledge to students, not educating scientists. According to the concept of J. H. Newman, university should shape the people holding the respective positions in social life, but also morally formed, where education is not synonymous with bringing-up and the university should teach universal knowledge.⁶ Today, however, we are witnessing a move away from the concept to the university, which is more like a company headed by the logic of the market, a strong centralization of power, focus on cooperation with business and the acquisition of diversified sources of funding.⁷

Along with the change of the concept of university, expectations towards scientists are also changing. In the traditional model, scientists had three fundamental duties: to teach, to research, and to serve the community ("public service"). The influence of a changing social and economic context led to creating new expectations from the students (and their parents), from the labour market, and from the public authorities. Students and the labour market expect higher education to give to the graduates the skills and the knowledge that are needed and valued among their future employers. The labour market and the public authorities expect that university will provide the knowledge, innovations and data to help business and public institutions be more efficient, including in regulation and policymaking.

³ Ibidem, p. 1-2.

⁴ GADACZ, T., KŁOCZOWSKI, P.: Tożsamość uniwersytetu w czasach cywilizacyjnych przemian – przegląd problematyki. In *Argument. Biannual Philosophical Journal*, 2011, Vol. 1, No. 2, p. 402-403.

⁵ SZTOMPKA, P.: Uniwersytet współczesny; zderzenie dwóch kultur. In *Nauka*, 2014, No. 1, p. 8.

⁶ KOSZEMBAR-WIKLIK, M.: *Media społecznościowe w komunikacji i kreowaniu wizerunku uczelni publicznych*. Sosnowiec : Humanitas, 2016, p. 30-33.

⁷ Ibidem, p. 35-36.

Moreover, students and their parents expect that schools and universities will do what it takes for them to succeed.⁸

The direction of these changes is often criticized; in Poland, the article by P. Sztompka is often cited in this context ("There are two cultures functioning together within the university: community culture and corporate culture, which are completely incompatible with each other. This dissonance in my opinion, is the source of the crisis of the university").⁹ On the other hand, we should give legitimacy to those who pay attention to the need to rethink ways of financing universities (the public and the private ones) so that the subsidies received from the state are not dependant on the number of students, but the universities could justly compete in terms of quality of research, teaching, international cooperation. This solution does not rule out the freedom to conduct research, but it directs it properly, preventing waste of public resources and ensuring a balance between teaching and research.¹⁰ A similar solution is suggested by T. Goban-Klas, who writes about "the NeXT University". It is characterized as follows: "NT - New Technologies, eX-tended, NET - network, and - next. So this is the university of the next generation, without marketing appeal to the nomenclature of programming. It is a managerial, but also academic - to improve the Humboldt's model of university of research and teaching, the unity of teaching and learning, it accepts and even recommends a clear division into general degree programs and professional degree programs. It based on the passion of staff and students to innovation. It combines offline studies, traditional and direct with online studies, but solid and creative. It is a veritable university of transmitting not only knowledge, but also the values of knowledge, including showing not only information resources, but also wisdom."¹¹

3 NeXT Scientist

In addition to the changes in the perception of the role of universities (and hence - the scientists) we must observe several other social phenomena that cause changes in the functioning of scientists in the public space. One such change is the reconfiguration of social communication, combined with the process of mediatization.¹² Mediatization should be understood as a "universal social process caused by the growing importance of the mass media for the functioning of various

⁸ HEINDERYCKX, F.: Academic Schizophrenia: Communication Scholars and the Double Bind. In KRAMP, L., CARPENTIER, N. (eds.): *Media Practice and Everyday Agency in Europe*. Bremen : Edition Lumiere, 2014, p. 261-262.

⁹ SZTOMPKA, P.: Uniwersytet współczesny; zderzenie dwóch kultur. In *Nauka*, 2014, No. 1, p. 9.

¹⁰ POMIANEK, T., ROZMUS, A.: Modernizacja finansowania szkolnictwa wyższego i nauki w Polsce. In SAMSONOWICZ, H., SŁAWIŃSKI, J. (eds.): *Sporne kwestie strategii rozwoju nauki i szkolnictwa wyższego*. Warszawa : TRIO, 2010, p. 58-79.

¹¹ See: GOBAN-KLAS, T.: *Uniwersytet 2.0: progres czy regres? Conference paper on 23th Polish Scientific Conference "Człowiek-Media-Edukacja"*. Kraków : Katedra Technologii i Mediów Edukacyjnych. Uniwersytet Pedagogiczny, 2013, p. 1-7. [online]. [2016-10-30]. Available at: <http://www.ktime.up.krakow.pl/symp2013/referaty_2013_10/goban.pdf>; FISHMAN, R.: *Technology and the Next Generation University*. [online]. [2016-10-30]. Available at: <<https://www.newamerica.org/education-policy/policy-papers/technology-and-the-next-generation-university/>>.

¹² ADAMSKI, A.: *Media w analogowym i cyfrowym świecie. Wpływ cyfrowej rewolucji na rekonfigurację komunikacji społecznej*. Warszawa : Elipsa, 2012, p. 16-21.

fields of modern society”,¹³ and to its central point is to "adjust operations of actors from the realm of politics, economy, culture, science and other social subsystems to the conditions determined by the specificity of the media.”¹⁴ Media are becoming an intersphere of human life - in fact they penetrate more and more aspects.¹⁵ Also, the world of science is becoming more and more media oriented,¹⁶ and the beginnings of mutual penetration of the media and the world of science date back to just after World War II.¹⁷ This phenomenon was discussed among others by M.S. Schäfer, who referred to numerous researches and findings by scientists showing that mediatization of science has become a fact: for example, how open contemporary scientists are towards the mass media, how some of them interact with journalists. We can also see how online media enable scientific collaboration over time and space and which way this results in a transnationalization of project work and joint authorship. Persuasive media are also within labs: they appear as measuring, documenting and communicating devices.¹⁸

Research conducted in Poland in 2013 showed that the people of science are talked about more and more often in the Polish media. There is an evident raising tendency - compared to 2009 a 141% raise in the number of information was observed. However, one can notice a clear domination of the Internet media, which produce 71% of the messages about science and scientists. In the press, this percentage is 27% and on the radio and television only 1%. The frequency of media statements on science and scientists is clearly conditioned by the time context: most information is published consistently in September, October and November.¹⁹ In parallel with the process of mediatization, there occurs the process of celebrityritization. According to M. Mołęda-Zdziech, celebrityritization is a subprocess of mediatization - subordinate and dependent on it. It causes the emergence of a new category of social actors – celebrities.²⁰ They are more and more often replaced in the media discourse by persons that have traditionally had the status of an expert (e.g. the scientists involved in that field). Increasingly, the role of the expert in the media is played by a journalist, the person involved, or even a casual passer-by. Mediatization of the public space and processes of celebrityritization cause that in the public debate there remains less and less space for scientists and intellectuals.²¹ In the traditional model of mass

¹³ ONISZCZUK, Z.: Mediatyzacja polityki i polityzacja mediów. Dwa wymiary wzajemnych relacji. In *Studia Medioznawcze*, 2011, Vol. 47, No. 4, p. 12.

¹⁴ Ibidem.

¹⁵ ADAMSKI, A.: Media as the intersphere of human life. Another view on the mediatization of communication theory. In PETRANOVÁ, D., MAGÁL, S. (eds.): *Megatrends and Media. Media Farm – Totems and Taboo. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 17-24.

¹⁶ HJARVARD, S.: *The Mediatization of Culture and Society*. London : Routledge, 2013, p. 10.

¹⁷ VÄLIVERONEN, E.: Science and the media: changing relations. In *Science Studies*, 1993, Vol. 6, No. 2, p. 24.

¹⁸ SCHÄFER, M. S.: The media in the labs, and the labs in the media: what we know about the mediatization of science. In LUNDBY, K. (ed.): *Mediatization of communication*. Berlin : De Gruyter, 2014, p. 587.

¹⁹ RYŁKO-KURPIEWSKA, A., GUSTOWSKI, W.: Naukowiec, uczony, badacz. Ocena wizerunku profesji w świetle badań opinii publicznej i wybranych tekstów prezentowanych w polskich mediach. In ŻYREK-HORODYSKA, E., HODALSKA, M.: *Komunikowanie o nauce*. Kraków : Wydawnictwo Uniwersytetu Jagiellońskiego, 2016, p. 147-148.

²⁰ MOŁĘDA-ZDZIECH, M.: *Czas celebrytów. Mediatyzacja życia publicznego*. Warszawa : Wydawnictwo Difin, 2013, p. 155.

²¹ Ibidem, p. 302.

communication, it was thought that "the media need experts, not only to fill the pages or program times, but also to raise their own prestige credibility".²² Today, it may be concluded that "while the public sphere has classically been the site where experts and intellectuals have reigned, the processes of populist 'democratization' and mediatization that have accompanied its growing commercialization have seen the authority of traditional experts become relatively weakened as more fashionable figures of authority such as the celebrity take centre stage".²³ This is associated with the erosion of authority in the society and the phenomenon that L. Zacher calls "the civilization drift" and "the PIB syndrome (primitivization, idiotization, barbarization)".²⁴

4 Scientist as a personal brand

It can be said that "today the position of the intellectual in public life largely depends on the frequency of media appearances".²⁵ The so-called habitus of a scholar-expert will consist of, among others, symbolic capital in the form of academic degrees and titles, expertise, cultural competence, international familiarity, but also public relations skills, such as self-promotion, image building, media relations.²⁶ References refer to the so-called Personality PR or Personal Communication Management, which is understood as „a form of coaching or counselling places special emphasis on individuals or their characters (values, strengths and weaknesses) and positions them in the most important markets (i.e. capital, sales, labour markets or public opinion)".²⁷ Therefore, every scientist can effectively build his or her reputation as an expert - a strong personal brand. References distinguish the "Personal brand identity" and the "Personal brand image".²⁸ Brand image is about brand's perception to its consumers and consumers' thoughts and feelings about the brand and its attributes. Moreover, it is also mental image consumer's form about a brand sorting out the differences a brand has from others.²⁹ The Internet offers a lot of possibilities for self-creation of one's personal brand. This is accomplished primarily by means of written texts and digital images.³⁰ Today, a scientist can reach for more and more advanced forms of creation, such as podcasts. When creating his or her personal brand, a scientist should remember that the brand is above all the emotions that come with it. Personal Brand goes beyond functional benefits related to the use of the

²² VÄLIVERRONEN, E.: Science and the media: changing relations. In *Science Studies*, 1993, Vol. 6, No. 2, p. 30.

²³ LEWIS, T.: Branding, celebritization and the lifestyle expert. In *Cultural Studies*, 2010, Vol. 24, No. 4, p. 582.

²⁴ ZACHER, L.: Od społeczeństwa informacyjnego do społeczeństwa wiedzy (dylematy tranzycyjne: między informacją, wiedzą i wyobraźnią). In HABER, L. (ed.): *Spoleczeństwo informacyjne - wizja czy rzeczywistość?*. Kraków : AGH, 2004, p. 109.

²⁵ MOŁĘDA-ZDZIECH, M.: *Czas celebrytów. Mediatyzacja życia publicznego*. Warszawa : Wydawnictwo Difin, 2013, p. 155.

²⁶ Ibidem, p. 302.

²⁷ NESSMANN, K.: Personal Branding and the Role of Public Relations. In TERLÜTTER, R., DIEHL, S. (eds.): *Advances in Advertising Research (Vol. 1)*. Gabler : Cutting Edge International Research, 2010, p. 390.

²⁸ SHAKER, F., HAFIZ, R.: Personal Branding in Online Platform. In *Global Disclosure of Economics and Business*, 2014, Vol. 3, No. 3, p. 11-13.

²⁹ Ibidem, p. 12-13.

³⁰ Ibidem, p. 12.

web page, blog, profile. You can even talk about the personality of the brand, and its defining criteria are attributes such as honesty, sensibility, competence, sophistication, focus. Personal Brand is a process that can be closed in the metaphor of the story - and the story is usually based on archetypes and monomyth.³¹

In the case of a scientist, elements that make up the building of a personal brand are:

- History;
- Interaction;
- Reviews (formal and informal);
- Placement (places where the scientist shows up, i.e. meetings, conferences, blogs, Facebook, LinkedIn Twitter);
- Advertising (i.e. Resume submissions, memberships);
- Referral (Professional network).³²

5 The Internet as a place to build personal brand of a scientist

According to E. Kulczycki, Science communication, or scientific communication or scholarly communication) is a process that aims at accumulation of knowledge (when informing about the results of research and promoting them).³³ It runs on two levels: on the one hand, this is the popularization of science and explaining the work and results of the work of scientists (scientists to non-scientists), on the other - communication between scientists (publishing scientific papers, blogs, science, conducting and using social networking sites for scientists).³⁴ Both planes are important: the first one helps to build the reputation of an expert in the eyes of the society, the other helps to build a position in the scientific community. At the same time, it should be noted that both planes penetrate one another and interact. The online tools, that on the one hand aim at effective science communication, on the other hand - at building personal brand of a scientist as an expert, are the following:

1. Scientific blogosphere.
2. Personal web pages of scientists.
3. Repositories and websites that popularize research results.
4. Social media.
5. Expert platforms conducted by universities - where raising the prestige of a scientist translates at the same time into building the prestige of the university.

³¹ TKACZYK, P.: *Bloger jako marka osobista*. Released on 23rd July 2013. [online]. [2016-10-30]. Available at: <<http://paweltkaczyk.com/pl/bloger-jako-marka-osobista-2/>>.

³² *Creating a Personal Brand & Building Your Network. EE204: Business Management for Electrical Engineers and Computer Scientists*. [online]. [2016-10-30]. Available at: <<https://web.stanford.edu/class/ee204/pdf/PersonalBrand.pdf>>.

³³ For more information, see: KULCZYCKI, E.: Blogi i serwisy naukowe. Komunikacja naukowa w kulturze konwergencji. In SÓJKOWSKA, I. (ed.): *Materiały konferencyjne EBIB nr 22*. Toruń : Stowarzyszenie EBIB, 2012. [online]. [2016-10-31]. Available at: <https://www.academia.edu/1248177/Blogi_i_serwisy_naukowe_Komunikacja_naukowa_w_kulturze_konwergencji>.

³⁴ KULCZYCKI, E.: *Komunikacja naukowa, czyli co?*. Released on 23rd July 2012. [online]. [2016-10-30]. Available at: <http://ekulczycki.pl/teoria_komunikacji/komunikacja-naukowa-czyli-co/>.

6 Scientific blogosphere

E. Kulczycki names the following 6 elements of scientific blogosphere:³⁵

- a. Blogs of scientists (science blogs) - blogs created most often by one person, who writes mainly about the research he or she has conducted. Then, the blog either distributes the already obtained and published results or takes the form of an "open notepad", which documents the conducted studies.

A Polish blogosphere example of this kind of blog is the blog of E. Kulczycki, titled "Researcher's workshop" (www.ekulczycki.pl). It was one of the first blogs of this kind in Poland. It rapidly gained popularity thanks to substantive analyses, among others, of legislation relating to science in Poland (e.g. a new mode of conducting habilitation). By keeping the blog, the author, despite his young age, became a recognizable figure in Polish science. At present (October 2016), he is the Chairman of the Fifth Term of Young Scientists Council - an advisory body to the Minister of Science and Higher Education, member of the National Library Council at the Ministry of Culture, Philosophical Science Committee at the Polish Academy of Sciences and of the Specialist Team specializing in evaluation of scientific journals for future parametric evaluation and compiling a list of selected scientific journals. He was a member of the Council of National Programme for the Development of Humanities. He writes about his blog: "I am blogging about research tools, computer programs, and provisions governing scientific work. And above all, I try to explain how to understand the processes of operation and management of science."³⁶

Another interesting example of a blog is the scientific blog of Prof. Boguslaw Śliwerski - educator, head of humanities and social section in the Central Committee for Academic Degrees and Titles (<http://sliwerski-pedagog.blogspot.com/>). It is a where the author expresses his opinion on topics broadly related to the Polish pedagogy, but also to the condition of Polish science in general. It seems that it is one of the most influential blogs in the world of Polish science, despite much discussion and controversy that it often arouses - isn't it, however, that a wide response on the Internet, discussions and clashing views are proof that the author is an opinion leader, with whom you can disagree, but there is no way to be indifferent to his speech? It should be noted that regardless of the blog, Prof. Śliwerski also runs a personal web page devoted to the presentation of his scientific achievements and research results (<http://boguslawslwerski.pl/>).

- b. Blogs about science - blogs created most often by a group of people who deal with a broad range of scientific topics, often writing about science in general.
- c. University blogs - official blogs of scientific institutions and universities held by departments of information or promotion. Good examples are blogs run by scientists from the Faculty of Management and Economics at Gdańsk University of Technology (<http://zie.pg.edu.pl/>). Among the 5 blogs linked on

³⁵ For more information, see: KULCZYCKI, E.: Blogi i serwisy naukowe. Komunikacja naukowa w kulturze konwergencji. In SÓJKOWSKA, I. (ed.): *Materiały konferencyjne EBIB nr 22*. Toruń : Stowarzyszenie EBIB, 2012. [online]. [2016-10-31]. Available at: <https://www.academia.edu/1248177/Blogi_i_serwisy_naukowe_Komunikacja_naukowa_w_kulturze_konwergencji>.

³⁶ KULCZYCKI, E.: *O autorze*. [online]. [2016-10-31]. Available at: <<http://ekulczycki.pl/autor/>>.

the home page, there is also the "dean blog on plans, problems, departmental proposals, their consequences for student life" held by members of the dean college of the Faculty. So, this is also a good example of using a blog as a tool for internal communication within a scientific institution.³⁷

- d. Aggregators of scientific blogs and entries - platforms collecting in one place full entries or links to entries from external scientific blogs.
- e. Websites of scientific blogs - platforms (websites), where different science blogs are published under a common brand.
- f. Scientific microblogs - sites that allow posting short text information, single images or videos in one entry.

Research carried out in 2013 by W. Babik and M. Sikorska showed, however, that the Polish academic blogosphere is more focused on internal communication of scientists themselves than on the dissemination of knowledge. Despite the willingness and the declaration of bloggers, content submissions are often of typical sectoral nature, the authors do not avoid the trap of using scientific jargon instead of a language that could be comprehensible to an average reader. Most blogs are signed with a name, which increases the credibility given to the opinions and information.³⁸

7 Personal web pages of scientists

The difference between them and blogs is that they are less dynamic. Rather, they are business cards of scientific output of a researcher than a place to express his opinion. Examples of such sites can be e.g. the website of Magdalena Szpunar, Ph.D. from the Academy of Mining and Metallurgy in Krakow (<http://magdalenaszpunar.com/>) or the website <http://presscafe.eu/> held by Piotr Drzewiecki, Ph.D. of the Cardinal Stefan Wyszyński University in Warsaw (although it must be noted that under the website, he also runs a blog dedicated to media education). Many universities provide scientists with the opportunity to establish their websites, presenting their own achievements and enabling the development of their image. A good example are the personal websites of the employees of the University of Information Technology and Management in Rzeszow (<https://wsiz.rzeszow.pl/PL/UCZELNIA/KADRA/Strony/pracownicy-naukowo-dydaktyczni.aspx>)

In general, it is worth noting that both for a blog and for a personal website, it is important to care for the details, which can strengthen or weaken the image of a professional. These details include the domain address (it is best if it refers to the author's name or the field, which he or she deals with; it should not be funny, infantile or saying nothing). In addition, it is important to find a compelling and memorable title of the blog or site. It is also important to care about the details, such

³⁷ *Szkoło powiększające. Blog dziekański o zamierzeniach, problemach, propozycjach wydziałowych jak również ich konsekwencjach na życie studenckie.* [online]. [2016-10-31]. Available at: <http://www1.zie.pg.gda.pl/blogi/szkolpowiekszajace/>.

³⁸ BABIK, W., SIKORSKA, M.: *Blogi naukowe narzędziem upowszechniania informacji i wiedzy. Conference paper on 23th Polish Scientific Conference "Człowiek-Media-Edukacja"*. Kraków : Katedra Technologii i Mediów Edukacyjnych. Uniwersytet Pedagogiczny, 2013, p. 1-9. [online]. [2016-11-10]. Available at: http://www.ktime.up.krakow.pl/symp2013/referaty_2013_10/babik.pdf/.

as typography (the selection of appropriate fonts), colours and a photo. Repositories, digital libraries and websites that popularize research results

The difference between the repository and the digital library is not entirely clear.³⁹ We can distinguish the following types:

- Open Repository - is a tool for the management and long-term storage of digital documents. They are usually journal articles, dissertations, teaching materials, raw experimental data, statements and reports.
- Institutional Repository is defined as a digital archive to gather and disseminate the intellectual output of a scientific community (universities, research institute).⁴⁰

An example of a university repository is AMUR - the repository of Adam Mickiewicz University in Poznan (<https://repozytorium.amu.edu.pl/>). Whereas, an example of open repository is CeON - Repository of Open Science Centre (<https://depot.ceon.pl/>). Foreign websites of a similar nature include Academia.edu and ResearchGate.net. Placing the text of your publication in the repository allows you to make it available to a wide audience. This translates into greater Citation Rate and recognition of the author. Publications placed in repositories are better indexed by bibliometric tools like Google Scholar. The survey carried out in 2015 by E. Kulczycki shows that by far the most effective repository in terms of promoting the publication was AMUR. ResearchGate.net came in second place, and publication of a text on Academia.edu showed by far the weakest efficiency.⁴¹ However, the scientists who present their publications in repositories and digital libraries should investigate to what extent they may have copyright property rights in relation to their texts and that by signing a contract with a publisher they are not deprived of part or all the rights - and thus whether publication in the repository will not infringe rights of third parties, and it will not expose the scientist to legal consequences flowing from a breach of the signed contract. An undoubtedly valuable initiative in this direction is the idea of Open Access.

8 Social media

Despite of the fact that high efficiency of promotion in the social media is commonly observed in research literature, a cursory analysis of the profiles of Polish scientists in the social media allows the hypothesis that the Polish scientists do not fully have an idea (and possibly time) how to build their image on the Internet via multiple channels. They usually focus on blogging or creating a personal website, while they do not exactly have an idea how to create their image in the social media. Intuition suggests that the cause is lack of

³⁹ KULCZYCKI, E.: *Repozytorium jest ważne dla naukowców i uczelni. AMUR jako wzór*. Released on 21st June 2012. [online]. [2016-10-31]. Available at: http://ekulczycki.pl/warsztat_badacza/repozytorium-jest-wazne-dla-naukowcow-i-uczelni-amur-jako-wzor/.

⁴⁰ *Definicje repozytorium*. [online]. [2016-10-31]. Available at: <http://repo.bg.pw.edu.pl/index.php/pl/informacje-o-repozytorium-o-rep/definicje-repozytorium>.

⁴¹ KULCZYCKI, E.: *Porównanie skuteczności promocji: repozytorium, Academia.edu, ResearchGate.net*. Released on 15th March 2015. [online]. [2016-10-31]. Available at: http://ekulczycki.pl/warsztat_badacza/porownanie-skuteczności-promocji-repozytorium-academia-edu-researchgate-net/.

time - social media require interaction, whereas a researcher, who would spend time mainly in the virtual space, would rapidly become an on-line celebrity, while abandoning the essence of the profession, that is, scientific research and teaching. This hypothesis is a personal opinion of the author, and it would require verification in a more detailed study.

9 Expert websites conducted by universities

An example of this type of initiative is the Press Office (!) of Adam Mickiewicz University in Poznań. Under the auspices of the Press Office, a data base of experts - university staff was developed for the media. Journalists and individuals interested in cooperation (e.g. conducting expertise on any subject) can search for a scientist with the profile they are interested in. This is an example of mutual benefit: the media can easily obtain expert who gives credence to the presented material, and the university is building in this way their image (the condition of the scientist's presentation in the media is publishing the information that he or she represents Adam Mickiewicz University in Poznan). Employees of the Press Office provide assistance to researchers in the media: they perform basic instruction and training on how to behave in front of the camera and how to formulate speech, they inform the author on the right to authorize his or her presentation, and they also help in conducting the authorization. This contributes both to building a positive image of the scientists themselves as well as to building the image of the university and promoting it.⁴²

Conclusion

This article shows that the changes that are now taking place in the process of communication, also affect the world of science: scientists themselves, as well as universities. New communication tools offer the possibility of widely presenting the results of their research among colleagues in the industry, as well as among ordinary people. Scientists can effectively build their personal brand as experts using blogs, personal websites, profiles on social networks. Informed management of one's professional image is of high significance in the era of celebritization, which causes devaluation of the authority of an expert. It is best if such actions are supported by the institutions themselves - promotion departments and press offices. Nevertheless, it seems that the Internet still is an unexplored field of activity for many scientists - and reaching for the promotion tools in the Internet, could prove useful and could contribute to their scientific development and improving their prestige in the scientific world.

Acknowledgement: This article is part of the research project "The Interfaces of the Science in Post-Digital Age. The Mediatization of the Science" financed by the Visegrad Fund.

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⁴² NAROŻNA, D.: Naukowiec-ekspert jako element kształtowania wizerunku uczelni w mediach. Casus Uniwersytetu im. Adama Mickiewicza w Poznaniu. In ŻYREK-HORODYSKA, E., HODALSKA, M. (eds.): *Komunikowanie o nauce*. Kraków : Wydawnictwo Uniwersytetu Jagiellońskiego, 2016, p. 157-165.

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PERCEPTION OF CELEBRITIES IN SOCIAL ADVERTISING BY ADOLESCENTS DEPENDING ON THEIR SEX

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Abstract

Presented scientific study represents partial results of extended scientific project focused on celebrity preferences of adolescents in social advertising. The application of celebrities in analyzed category of advertisement is quite a frequented practice, whose success is based on an achievement of attention which such people easily obtain due to their popularity and social status. Achieved results show differences in popularity rate of individual celebrities according to category of their profession, as well as they also refer to important differences between male and female recipients. These results suggest that for branding in case of social advertising, the most effective celebrities are entertainers, artists and politicians.

Key words:

Adolescents. Celebrity. Corporate branding. Media. Perception. Social advertising.

Introduction

The basis of successful business is a suitably selected marketing strategy and the related communication strategy. Business entities try to meet their set targets via various tools of marketing communication and these targets are mainly the desire to sell and make profit. One of the popular tools of marketing communication is advertising the origin of which goes back to the ancient times.¹ Its forms and roles varied in the course of several millenniums and besides the business targets (commercial advertising) also the social targets came into the fore (social advertising). Fulfilment of social targets is the role of social advertising which draws attention to the general world problems, motivates to positive actions and at the same time brings us to think about the attitude we adopt to these problems. Its aim is to try and make the world a better place for living via the impact on emotions and our conscience. Within our research in the field of social advertising we chose adolescents as our research group. In the time of adolescence (growing up) the individual is aware of their emotional experience, their needs and desires, deals with issues which contribute to their self-determination, self-evaluation and to the purpose of their life. The individual usually never forgets important events, feelings and experience from the time of adolescence and carries them in their mind and feelings throughout their life.² And here it is possible to see an opportunity to create a social contact with adolescents who seek answers to various questions of life during the time of forming their own identity. Thus, the impact of social advertising on adolescents has a significant influence on their attitudes in relation to ethical and legal standards of the society in which they live, which forms them and which they affect later on.

¹ HORŇÁK, P.: *Reklama: teoreticko-historické aspekty reklamy a marketingovej komunikácie*. Ružomberok : VeRBum, 2010, p. 9.

² MACEK, P.: *Adolescence*. Praha : Portál, 2003, p. 10.

1 Social advertising – part of social marketing

There is a significant terminological disunity discovered by analysing themes such as social marketing and social advertising. In specialised literature we often meet with social marketing as a form of **corporate social responsibility**. However, in case of CSR (corporate social responsibility) we speak about an undivided concept which demands the enterprises and organisations to behave responsibly during their ordinary decisions which influence the creation of positive relations with stakeholders.³ On the other hand, **social marketing** reflects mainly actual social problems and its role is to fulfil the social need of life quality improvement mainly by the change of standard opinions and attitudes, change of economic, social and political environment.⁴ According to Hartl⁵ among the main tools of social marketing belong mainly (a) the emphasis on mass media, (b) addressing of homogeneous group of people (i.e. communication oriented more on groups rather than on the wide public), (c) target group research (mainly the state of their awareness and opinions about the respective issue), (d) preliminary verification of the effectiveness of opinion, text and picture communication aids, (e) determination of effectiveness on a representative sample of people and, last but not least, (f) a detailed evaluation of the course and results of activity – feedback is important. If the message of advertising can attract the attention of respondents in the complexity of various other advertisings and can influence them, it can be regarded as successful.

The use of social marketing for activity and strategy planning is present in a non-profit sector as well as in case of commercial business entities. At present the social marketing is used mainly by companies from the non-profit sector (e.g. Dobrý anjel, Liga proti Rakovine, Kvapka nádeje Foundation and the like) with the aim to provide better conditions for the life of people in the society. In the last years we observe its application even in the field of business entities (e.g. advertising agencies which participate in campaign creation) which by their participation in socially beneficial activities build their positive image, good reputation in the society, they support sale of their products and services and by this they contribute to the development of social marketing concept.⁶ In both cases the social advertising serves as a tool of

³ JUROVÁ, J.: Corporate Social Responsibility in Slovakia. In JOZEK, M., JUROVÁ, J. (eds.): *Central-European Ethos or Local Traditions: Freedom, Responsibility*. Boskovice : Albert, 2011, p. 92.

⁴ For more information, see: BOŽÍKOVÁ, A., VAŇOVÁ, A.: Špecifika sociálneho marketingu. In *Podnikateľské modely sociálnej ekonomiky*. Banská Bystrica : Univerzita Mateja Bela, Ekonomická fakulta, 2008. [online]. [2016-09-30]. Available at: <http://www.ef.umb.sk/konferencie/vdrsp/zb/pdf/Bozikova_Vanova.pdf>.

⁵ FRK, V.: Rozdiely vo vnímaní kvality života v etnicky odlišných komunitách. In TOKÁROVÁ, A., KREDÁTUS, J., (eds.): *Kvalita života a rovnosť príležitostí – z aspektu vzdelávania dospelých a sociálnej práce*. Prešov : Filozofická fakulta Prešovskej univerzity v Prešove, 2005, p. 275-276. [online]. [2016-09-30]. Available at: <http://www.jozefmiko.sk/01_profesionalne_dispozicie/04_vedecke_konferencie/medzinar_konfer_a_tp/zbornik_z_vedecke_konferencie.pdf>.

⁶ AMBRÓZAIOVÁ, D.: Vznik sociálneho marketingu a jeho potenciál pri zvyšovaní miery prijatia sociálnych ideí, problémov alebo praxe cieľovou skupinou. In *Marketing a obchod: Vplyv globalizácie na zahraničnoobchodnú politiku*. Zvolen : EDUCA – MaO, Katedra marketingu, obchodu a svetového lesníctva, 2007, p. 17-18. [online]. [2016-09-30]. Available at: <http://www.tuzvo.sk/files/DF/katedry_df/kmosl/veda_a_vyskum/zborniky/mao_2007.pdf>.

social marketing promotion. Pavlů⁷ states the following typology of social advertising subjects which are (1) state institutions, (2) public administration bodies, (3) commercial entities which decided to deal with a serious issue and (4) charities and other similar organisations which were established for the necessity to deal with a serious social problem. Since the typical advertising has some common features with the social advertising, it is very difficult to determine an exact border between them which leads to the creation of various advertising "hybrids".⁸ Within our research we worked with social advertisings from the field of non-profit sector among which belong the social advertising campaigns (e.g. campaign "1 deň úsmevu" ("1 day of smile"), "Iný kraj, iný mrav" ("Other region, other habits"), "Máte slinu?" ("Do you have saliva?") and the like) of charity organisations, citizens associations etc. working in Slovakia. We examined the perception of persons known from the media – celebrities – by selected respondents, namely adolescents at the age of 17-23 years (middle and late adolescence)⁹ depending on their sex.

1.1 Celebrities and social advertising

Using celebrities in advertising is not rare, either in commercial or in social advertising. Commercial business entities as well as entities from the non-profit sector use celebrities in the role of people recommending something. In both cases it is important that the recipient identifies with the celebrity who sells the product, service or social message in advertising. The celebrity can be in advertising depicted next to the product, it can become the "face" of a brand or product or it can be associated with the product or service within a longer time period while this relation works on a principle of semantic transfer because the image or personality of the celebrity transfers to the product or service which the celebrity promotes.¹⁰ Using celebrities in social advertising where the public figure is associated with a certain social message, idea, works by the same principle. Giles¹¹ states that the success of advertising is predicated by the **trustworthiness, attractiveness** and last but not least **professionalism** of the celebrity. Within our research we dealt with the attractiveness of celebrities in advertising having a social message. The research group – adolescents – were not provided with the information that the selected public figures are the faces of non-profit sector campaigns since we needed to determine whether respondents likes or dislikes the public figure regardless of the fact in which advertising they appeared. Based on the answers of respondents we found out which of the selected celebrities and media persons should be cast to social advertisings for the segment of adolescents.

⁷ PAVLŮ, D.: Některé trendy sociálního marketingu ve společnosti. In MATŮŠ, J., PETRANOVÁ, D. (eds.): *Nové trendy v marketingovej komunikácii*. Trnava : FMK UCM in Trnava, 2011, p. 152. [online]. [2016-10-01]. Available at: <http://fmk.sk/download/konferencie/zborniky/NTM_2011_-_Nove_trendy_v_marketingovej_komunikacii.pdf>.

⁸ KADERKA, P.: Reklama v neziskovom sektoru: analýza percepcie nekomerční reklamy v moderných skupinových diskusiách. In JELENOVÁ, I., GECELOVSKÁ, E.: *Sociálna reklama a jej percipovanie vysokoškólákmi*. In *Verejná správa a spoločnosť*, 2009, Vol. 10, No. 2, p. 8. [online]. [2016-10-02]. Available at: <http://fakulta.fvs.upjs.sk/ksv/jele/ijeg_socrek.pdf>.

⁹ MACEK, P.: *Adolescence*. Prague : Portál, 2003, p. 10.

¹⁰ GILES, D.: *Psychologie médií*. Prague : Grada Publishing a.s., 2012, p. 63.

¹¹ Ibidem.

2 Celebrity categorisation

With the media development and the following evolution of show business the culture of celebrities gained a significant position in the social structure of western society.¹² According to Hartley¹³ the celebritisation is characteristic mainly for societies in which the most important social-cultural and political domain is identity, while in these entertainment cultures the identity itself is more important than decision-making, actions or reliability, which supports the respect of the celebrity status and it even glorifies them as leaders or heroes. The concept of stardom or the cult of stardom which Morin¹⁴ defines on the background of the relation of a star, i.e. a celebrity, and its fans the admiration of who gets the form of worship and puts the celebrity into a position of a dream or idol, is based on the same perspective. Thus celebrities became mass idols celebrated and enforced by media as well as by individual percipients. According to Kellner's¹⁵ concept the relation between media and celebrities is significantly reciprocal and thus he perceives the media industry as an important incentive and as an aspect of the celebrity status. According to Danesi¹⁶ the success lies in the presentation of the public figure in significant types of media and this opinion is followed by Rojek's¹⁷ concept, which perceives the character of an individual (celebrity) perceived by the society as an intertextual representation the importance of which forms based on created media products or publicity (presentation, promotion and the following penetration can be performed by their presence in any kind of media or its product, from TV interviews, articles in magazines, up to autobiographic works). Based on the stated concepts we can form three-component model of celebrity status factors consisting from **talent**, skills or other significant characteristics which is the condition for **media interest** and subsequent media engagement which stimulates the **success** of this public figure.

Thus, getting the celebrity status is not only a domain of TV stars but this position is due to modifications and overall evolution in the field of celebrity culture available for representatives of various fields in which these figures can be distinguished by their talent, skills or ability or effective media self-presentation. Continuous extension of the celebrity category accompanied by intensification of its internal diversity led to the need to compose applicable typologies, categorisations or taxonomy which would make the perception of this phenomenon as well as its further analysis easier. There are several celebrity categorisation concepts or celebrity taxonomy concepts. Mikuláš¹⁸ points out that the celebrity culture concept can primarily be analysed based on two perspectives which are (1) geographic appearance of the celebrity and the extent of its popularity and (2) professional actions of the figure.

¹² See: ROJEK, CH.: *Celebrity*. London : Reaktion Books Ltd., 2001, p. 11; HARTLEY, J.: *Communication, Cultural and Media Studies: The key concepts*. New York : Routledge, 2002, p. 26.

¹³ HARTLEY, J.: *Communication, Cultural and Media Studies: The key concepts*. New York : Routledge, 2002, p. 26.

¹⁴ MORIN, E.: *The stars*. London : University of Minnesota Press, 2005, p. 39.

¹⁵ KELLNER, D.: *Media Spectacle and Insurrection, 2011. From the Arab Uprisings to Occupy Everywhere*. London, New York : Bloomsbury, 2012, p. 4.

¹⁶ DANESI, M.: *Encyclopedia of Media and Communication*. Toronto : University of Toronto Press, 2013, p. 111.

¹⁷ ROJEK, CH.: *Celebrity*. London : Reaktion Books Ltd., 2001, p. 4.

¹⁸ MIKULÁŠ, P.: *Celebrities in advertising*. Warszawa : Uniwersytet Ekonomiczny, 2014, p. 203.

For the purpose of our research study the professional background of the celebrity is very important since it is the basis of one of the broadest celebrity taxonomies created by Larry Z. Leslie¹⁹, as well as for somewhat more general celebrity categorisation created by Světlík²⁰. Leslie's concept²¹ is based on the position of a celebrity not only in the entertainment industry, but it puts it outside this field and by this creates 8 celebrity categories: (1) politics, government, (2) the arts (3) science and medicine, (4) entertainment, (5) academics, (6) business, (7) religion, (8) general public. Leslie's typology presents an extensive and rather complex approach to the concept of celebrities and famous figures and it takes into consideration the precondition of gaining the celebrity status even for individuals who are not professionally associated with media. It is a typology fully presenting the potential under the term celebrity, i.e. without the necessity of media engagement but with the emphasis on the uniqueness of results in a specific professional field. A more simple approach to celebrity classification is their division into (1) sports figures and (2) show business figures.²² By the analysis of both stated categorisations is it obvious that the original influence of the celebrity is not always associated with media but thanks to the media they became more engaged which increases their fame and stimulates their popularity.

The following celebrity categorisation can be defined based on comparison of the stated taxonomies and concepts of the celebrity phenomenon, their mutual combination and adaptation on the actual state of celebrity status application in a non-profit sector in Slovakia gained via qualitative analysis of this sector: **(1) entertainment, (2) art, (3) sport, (4) business, (5) politics, (6) science and medicine and (7) religion.**

Table 1: Taxonomy of celebrities applied in social marketing in Slovakia

CATEGORY	GENERAL EXAMPLE	SPECIFIC APPLICATION
1. ENTERTAINMENT	Film, TV and radio stars	Adela Banášová Katarína Brychtová Matej "Sajfa" Cifra Michaela Čobejová Kristína Farkašová Zuzana Fialová Judita Hansman Tomáš Juríček Lukáš Latinák Marek Majeský Iveta Malachovská Petra Polnišová Roman Pomajbo Zlatica Puškárová Martin "Pyco" Rausch Robert Roth Adriana Špronglová Emília Vášaryová
2. ART	Writers, musicians, dancers	Janko Alexy Jaro Bekr Peter Cmorík

¹⁹ LESLIE, L. Z.: *Celebrity in the 21st Century: a reference handbook*. Santa Barbara : ABC-CLIO, LLC, 2011, p. 23.

²⁰ SVĚTLÍK, J.: *O podstatě reklamy*. 2nd Edition. Bratislava : EUROKÓDEX, 2012, p. 149.

²¹ LESLIE, L. Z.: *Celebrity in the 21st Century: a reference handbook*. Santa Barbara : ABC-CLIO, LLC, 2011, p. 23.

²² SVĚTLÍK, J.: *O podstatě reklamy*. 2nd Edition. Bratislava : EUROKÓDEX, 2012, p. 149.

		Andrea Coddington Michal Hvorecký Jana Kirschner Braňo Kostka Peter Lipa Majk Spirit (Michal Dušička) Dominika Mirgová Patrik „Rytmus“ Vrbovský Dara Rolins Silvia Šarköziiová Ludovít Štúr Eva "Evita" Urbaníková
3. SPORT	Sports figures	Dominika Cibulková Zdeno Chára Richard Lintner Michal Martikán Petra Vlhová Adam Žampa
4. BUSINESS	Businessmen, managers	Rasťo Kulich Michal Meško Róbert Slovák Alexandra Šmidáková Anton Zajac
5. POLITICS	Military figures, politicians, legislators	Milan Ftáčnik Andrej Kiska Iveta Radičová Richard Raši Jana Žitňanská
6. SCIENCE AND MEDICINE	Scientists, physicians	Eva Siracká
7. RELIGION	The Pope, religious leaders	Anton Srholec

Source: Own processing

The basic research group of our research consists of 51 media figures that appeared in the examined advertising communications gained by odd selection from the field of social marketing in the non-profit sector the basic element of which is the integration of the celebrity support or support of public figures. These were selected based on a qualitative analysis of communication of organisations and non-profit associations, which represents the basis of our applied categorisation. The whole research group was based on the above mentioned approaches to celebrity categorisation divided into 7 categories (Table 1). The highest representation is among figures from the show business (18 representatives) and art (15 representatives), followed by the category of sport (6 representatives), category of commerce and category of politics (both 5 representatives) and then by science and medicine and religion (both 1 representative). Different representation of individual categories reflects the actual state of celebrity integration into social campaigns and presents the attractiveness or preferences of individual categories of figures that support addressing the socially significant issues and deficiencies in the society.

3 Material and methods

The main goal of the research was to identify celebrities with top awareness but also the quality of awareness measured on a five-point scale. As a research instrument we used a questionnaire which was distributed to respondents (150 adolescents in age of 17-23 years) in two months period (April-May 2016). It is necessary point out, that the presented research is only a part of a large scientific project conducted in our department. Individual values were subsequently entered into table and

processed in the program IBM SPSS 23.0 and Microsoft Excel 2013 with the use of methods suitable for evaluation of selected research field. Obtained results were assessed by non-parametric statistical methods based on conducted Levene’s test of homogeneity which helped us to ascertain that the deviation of division of selected variables is statistically important comparing to normal state.

4 Results and discussion

The most important condition, under which celebrities were included in our research, is whether they engaged in any social marketing project. Respondents were able to identify 62.57% of all celebrities included in our research. The distribution of overall awareness is normal due to the conducted Leven’s test (Table 2).

Table 2: Test of normality of a total awareness

Total awareness	Gender	Kolmogorov-Smirnov		
		Statistic	Df	Sig.
	Male	,065	65	,200
	Female	,100	85	,034

Source: Own processing

According to the statistics (p=.000) which is less than .05, we can argue that the difference in a distribution of the total awareness is statistically significant to a normal distribution. Thus we cannot apply a parametric test on our data to find out whether there is a significant difference in a total awareness between male and female recipients in our sample. The Table 3 shows that there are statistically significant differences (p<.05) according to the Mann-Whitney U test.

Table 3: Mann-Whitney U test (Relationship between gender and a total awareness of celebrities)

	Total
Mann-Whitney U	1616,000
Wilcoxon W	3761,000
Z	-4,353
Asymp. Sig. (2-tailed)	,000

Source:Own processing

Based on our model, almost 89% female recipients were aware of most celebrities engaged in a social marketing communication, compared to only 57.86% of male recipients. As far as type of celebrity is concerned, the results vary depending on the categories. Thus, we found out, that entertainers (77.16%), artists (69.17%) and politicians (55.47%) were best known by respondents. On the other hand, only few could identify religious authorities (26.00%), scientists or doctors (17.33%) and entrepreneurs (7.73%). We can argue it is mainly due to the structure of our sample, which consisted of adolescents at the age 17-23, and are mainly interested in musicians or TV stars. Still, there may be statistically significant differences based upon the gender. In order to find out, whether these differences are significant we have conducted the test of normality (Table 4).

Table 4: Tests of Normality of a total categories awareness

Categories	Gender	Kolmogorov-Smirnov		
		Statistic	Df	Sig.
Art	Male	,129	65	,009
	Female	,283	85	,000
Entertainment	Male	,140	65	,003
	Female	,216	85	,000
Sport	Male	,166	65	,000
	Female	,135	85	,001
Politics	Male	,266	65	,000
	Female	,238	85	,000
Business	Male	,424	65	,000
	Female	,447	85	,000
Science and medicine	Male	,510	65	,000
	Female	,496	85	,000
Religion	Male	,516	65	,000
	Female	,416	85	,000

Source: Own processing

Table 5: Mann-Whitney U test (Relationship between gender and a category of celebrity)

	Art	Entertainment	Sport	Politics	Business	Science and medicine	Religion
Mann-Whitney U	1229,000	1364,500	2750,000	2218,000	2679,000	2667,500	2170,000
Wilcoxon W	3374,000	3509,500	4895,000	4363,000	6334,000	4812,500	4315,000
Z	-5,900	-5,366	-,048	-2,167	-,429	-,550	-2,958
Asymp. Sig. (2-tailed)	,000	,000	,961	,030	,668	,583	,003

Source: Own processing

According to the test, distributions violate the assumption of using parametric test as the test is significant ($p < .05$) and non-parametric test have to be used in this case. According to the Mann-Whitney U test (Table 5), there were statistically significant differences in several categories of celebrities according to gender, which can be explained by our statistical model (artists, entertainers, politicians and religious authorities). However, non-parametric tests are less sensitive, so it would be good to expand the sample in our further research. Highlighted rows in the table represent the categories which were significantly different in the groups of male and female recipients. Up to 93.54% of female recipients were able to identify all artists included in our research, compared to 51.91% of male recipients. Similarly, female recipients were also more familiar with entertainers (91.95% compared to only 53.99%), politicians (81.91% compared to 67.12%) and religious authorities (82.47% compared to 66.38%) (Table 6). In general, we can assume that female recipients are more involved in social advertising or at least they perceive social marketing more sensitively.

Table 6: Awareness of celebrities in the categories

Category	Gender	N	Mean Rank
Art	Male	65	51,91
	Female	85	93,54
Entertainment	Male	65	53,99
	Female	85	91,95
Sport	Male	65	75,31
	Female	85	75,65

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Politics	Male	65	67,12
	Female	85	81,91
Business	Male	65	76,78
	Female	85	74,52
Science and medicine	Male	65	74,04
	Female	85	76,62
Religion	Male	65	66,38
	Female	85	82,47

Source: Own processing

Table 7: Descriptive Statistics (mean value of the appeal in each category)

	Minimum	Maximum	Mean	Std. Deviation
Sport	,0	5,0	2,938	,9082
Entertainment	1,0	4,3	2,805	,5987
Art	,0	4,0	2,511	,6539
Politics	,0	3,5	1,753	,7197
Religion	,0	5,0	,707	1,2981
Business	,0	5,0	,521	1,1083
Science and medicine	,0	5,0	,420	1,0698

Source: Own processing

Compared to the previous table, Table 7 shows not only whether the recipients were able to identify celebrities in all categories, but also the quality of their knowledge. According to Table 7, sportsmen (2.94), entertainers (2.80) and artists (2.51) are best known by respondents. The quality of knowledge was measured on a five-point scale, where 5 means that respondent knows the celebrity, which is one of their most favourite. On the other hand, 1 means that celebrity is known by the respondent but is not really interesting for a respondent and 0 represents the situation, when a respondent was not able to identify the celebrity. In order to evaluate gender differences, we had to carry out a Kolmogorov-Smirnov's test of normality first (Table 8).

Table 8: Tests of Normality (distribution of a celebrity appeal in all the categories)

Category	Gender	Kolmogorov-Smirnov			Type of Distribution
		Statistic	Df	Sig.	
Art	Male	,083	65	,200	Normal
	Female	,045	85	,200	
Entertainment	Male	,085	65	,200	Normal
	Female	,057	85	,200	
Sport	Male	,145	65	,002	Not normal
	Female	,096	85	,050	
Politics	Male	,184	65	,000	Not normal
	Female	,129	85	,001	
Business	Male	,451	65	,000	Not normal
	Female	,444	85	,000	
Science and medicine	Male	,480	65	,000	Not normal
	Female	,478	85	,000	
Religion	Male	,500	65	,000	Not normal
	Female	,400	85	,000	

Source: Own processing

Table 9 shows that distributions of sportsmen, politicians, businessmen, doctors and religious authorities violate the assumption of normality ($p < .05$). Thus, we necessarily had to use non-parametric tests to see whether there is a statistically

significant differences in scores. As far as artists and entertainers are concerned, which are normally distributed, we used independent t-test.

Table 9: Non-parametric test of gender differences in a celebrity appeal

	Sport	Politics	Business	Science and medicine	Religion
Mann-Whitney U	2526,000	1857,500	2676,000	2641,500	2112,500
Wilcoxon W	6181,000	4002,500	6331,000	4786,500	4257,500
Z	-,900	-,3481	-,443	-,696	-,3201
Asymp. Sig. (2-tailed)	,368	,000	,658	,486	,001

Source: Own processing

According to Table 9 gender differences are significant in categories of politicians and religious authorities ($p < .05$). In both cases, we have identified a higher appeal in a category of women compare to a category of men, which means that female recipients were not only able to identify people in these categories, but they also have a higher knowledge of these celebrities and found them more appealing. Even though, in some categories male recipients liked the celebrities more than female recipients, the statistics did not turn out to be significant. On the other hand, independent t-test (Table 10), applied on the categories of artists and entertainers, did not prove any statistically significant differences of the celebrity appeal in mentioned categories. For the categories of artists and entertainers, we used parametric test (independent t-test) as the assumption of normal distribution was met (Table 8). Firstly we conducted Levene’s test to see whether equal variances are assumed (Table 10).

Table 10: Levene’s test for equality of variances

Categories		Levene's Test for Equality of Variances	
		F	Sig
Art	Equal variances assumed	,677	,412
	Equal variances not assumed		
Entertainment	Equal variances assumed	,576	,449
	Equal variances not assumed		

Source: Own processing

In both cases, there are equal variances as there is no significant difference ($p > .05$). Thus, the assumption for t-test is met. Table 11 proves, that for both categories there are no statistically significant differences.

Table 11: Independent t-test

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Art	-1,005	148	,317	-,1083	,1077	-,3212	,1046
Entertainment	-1,075	148	,284	-,1060	,0986	-,3008	,0889

Source: Own processing

Female recipients appeal significantly differ in categories of politics (1.93) and religion (1.02) compared to male recipients (Table 12).

Table 12: Comparison of gender differences of mean values of celebrity appeal in each category

Gender	Male					Female				
	N	Min.	Max.	Mean	SD	N	Min	Max	Mean	SD
Art	65	0,0	4,0	2,45	,72	85	1,0	4,0	2,556	,60
Entertainment	65	1,3	4,3	2,75	,64	85	1,0	3,8	2,85	,56
Sport	65	0,0	5,0	3,00	,94	85	1,0	4,3	2,89	,89
Politics	65	0,0	3,5	1,52	,71	85	1,0	3,5	1,93	,68
Business	65	0,0	4,0	,57	1,10	85	0,0	5,0	,49	1,12
Science and medicine	65	0,0	5,0	,31	,90	85	0,0	5,0	,51	1,18
Religion	65	0,0	4,0	,29	,82	85	0,0	5,0	1,02	1,50

Source: Own processing

Within the social orientation we can claim that female recipients are much more sensitive and responsive than male recipients, and this developed sensitivity of the senses contributes significantly to the earlier adulthood of adolescent girls in comparison with boys.²³

Conclusion

The application of a celebrity endorsement is among all marketing techniques a very frequented one, and thus celebrities are often placed in social advertising. Our presented study focuses on a really specific segment of advertisement receivers, because our research group consists of adolescents in the age from 17 to 23 years, who represent very important group of actual and also future social behaviour influencers. According to Chan, Ng and Luk²⁴ do adolescents recall attractive, funny and expressive celebrities, who have the potential to increase brand awareness. Celebrities are used in advertisement because they represent a whole set of associations, values and characteristics, which can be according to McCrackens Meaning Transfer Model²⁵ connected with the endorsed brand. This is the main means of use the celebrities in branding. This technique is also known as celebrity entrepreneur branding, which is determined by Harrington²⁶ as prospering from prominent position of famous and popular individuals, which supports and improves the interest of the brand. In this way are celebrities an important and useful source of brand associations, which are also very important in a field of non for profit organizations, especially in social advertising. Our research proved that the most well-known categories of celebrities are entertainers (77.16%), artists (69.17%) and politicians (55.47%), which mainly represent segment of popular media or TV stars. Data analyses also suggests that female recipients do recall, know and rate celebrities used in our scope of social advertising much better than male recipients, because

²³ VYMĚTAL, J.: *Průvodce úspěšnou komunikací: Ffektivní komunikace v praxi*. Praha : Grada Publishing a.s., 2008, p. 41.

²⁴ CHAN, K., NG, Y. L., LUK, E. K.: Impact of celebrity endorsement in advertising on brand image among Chinese adolescents. In *Young Consumers*, 2013, Vol. 14, No. 2, p. 168. [online]. [2016-10-06]. Available at: <<http://www.emeraldinsight.com/doi/pdfplus/10.1108/17473611311325564>>.

²⁵ MCCRACKEN, G.: Who is the Celebrity Endorser? Cultural Foundation of the Endorsement Process. In *Journal of Consumer Research*, 1989, Vol. 16, No. 3, p. 315.

²⁶ HARRINGTON, K.: *Celebrity Branding Is Making A Comeback - Tips for Success*. [online]. [2016-10-06]. Available at: <<http://www.forbes.com/sites/kevinharrington/2014/08/18/celebrity-branding-is-making-a-comeback-tips-for-success/#77ae40dd6ea2>>.

almost 89% of female recipients were aware of most celebrities engaged in a social marketing communication, compared to only 57.86% of male recipients. This results refers that the effectiveness of celebrity endorsement in a social advertising dedicated to adolescents is higher in case of female recipients, and the best effect is achieved in cases where the celebrities are broadcasted live and in online media. Such examples refer to popular moderators, actors, musicians or politicians. Celebrities from these categories are, according to our study, a suitable source of brand associations, which play an important role in a process of corporate branding.

Acknowledgement: This paper was created within the project VEGA 1/0216/15 "Celebrities in the social advertising and their preference by adolescents" and within the project UGA I-16-209-02 "The Effectiveness of Celebrity endorsement in Slovakia".

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CELEBRITY AND BRAND ENDORSEMENT OF NON-PROFIT ORGANIZATIONS

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Abstract

Celebrity endorsement is today a frequently used approach across marketing channels. Paper covers the topic of celebrity marketing, celebrities as brands and perception of celebrity that can be influenced by a variety of factors with the emphasis on promotion of non-profit organizations. Presented research compares perception of celebrity concept in relation to concepts of self, commercial advertising and social advertising within a perception map consisting of bipolar attributes from semantic differential regarding the subgroup of adolescent respondents.

Key words:

Brand. Celebrity. Commercial advertising. Non-profit sector. Social advertising.

1 Introduction

This paper is based on three pillars: celebrity endorsement as a specific form of promotion, its application in non-profit sector and particular age group of recipients – adolescents. We would like to throw light on all three concepts and examine relations between them. Nowadays celebrities are taking a huge place in media space and sponsors use them as endorsers to influence consumers.¹ We understand celebrity endorser as a person using public recognition for promotional purposes. Meanwhile, celebrity credibility has a positive influence on attitude toward the ad and brand and consequently brand attitude has a positive influence on purchase intention.² In a research where millennials evaluated an unfamiliar celebrity endorsement participants indicated a low purchase intention when product was endorsed by unfamiliar celebrity, but unfamiliar celebrity did lead to favourable evaluations of the advertisement.³ As we can see, celebrities as endorsers are functional even though people know about their presence. However, when consumers are more attached to a celebrity and they see that celebrity is promoting multiple brands, it impacts negatively their purchase intention.⁴ We should not forget that sometimes celebrities can overshadow promoted brand and thus impair brand recall. This negative advertising effect can be minimized by high endorser-brand congruence or a strong cognitive link between a celebrity and a brand.⁵

¹ MIKULÁŠ, P.: Celebrity v reklamnej komunikácii a štýly odporúčaní. In *Dot.comm*, 2014, Vol. 2, No. 1-2, p. 23-33.

² MUDA, M. et al.: Celebrity Entrepreneur Endorsement and Advertising Effectiveness. In *Procedia – Social and Behavioral Sciences*, 2014, Vol. 130, p. 11-20.

³ McCORMICK, K.: Celebrity endorsements: Influence of a product-endorser match on Millennials attitudes and purchase intentions. In *Journal of Retailing and Consumer Services*, 2016, Vol. 32, p. 39-45.

⁴ ILICIC, J. et al.: Effects of multiple endorsements and consumer – celebrity attachment on attitude and purchase intention. In *Australasian Marketing Journal*, 2011, Vol. 19, No. 4, p. 230-237.

⁵ ERFGEN, C. et al.: The vampire effect: When do celebrity endorsers harm brand recall?. In *Intern. J. of Research in Marketing*, 2015, Vol. 32, No. 2, p. 155-163.

Overall, research regarding celebrities in social advertising within the domain of marketing communication is scarce. We derive from previous work of Džupina⁶, Hodinková⁷, Kiková⁸, Štrbová⁹, Bulanda¹⁰, Fandelová - Kačániová - Štrbová¹¹. In this paper we would like to base upon this current trend in marketing research. In Slovakia, activities of non-profit sector are regulated by law about non-profit organizations providing charitable services number 213/1997. This law defines non-profit organization as a legal entity providing charitable services for all users in equal terms which profit should not be used for the benefit of their founders, members or its employees, but must be used entirely to provide charitable services.¹² As we already mentioned, since non-profit sector creates a highly concentrated market, non-profit organizations use various marketing tools (e.g. client databases, PR, measuring customer satisfaction, strategic planning, research, SWOT analysis or segment analysis).¹³ In this context we would like to point to the concept of corporate social responsibility (CSR). CSR is a corporate philosophy through which company achieves its objectives in form of economic, ecologic and social long-term sustainability for all stakeholders.¹⁴ At the same time CSR concerns three categories of stakeholders - consumers, employees and shareholders.¹⁵ The motivation behind corporate social responsibility of enterprise should not be a direct economic benefit. It has been proven that there is a negative impact of corporate social responsibility practices on earnings management, but engaging in socially responsible activities not only improves stakeholders' satisfaction, but also has a positive effect on corporate reputation.¹⁶

⁶ DŽUPINA, M. et al.: Peculiarities of corporate social responsibility in veterinary pharmacy. In *Medzinárodné vedecké dni 2016 "Hodnotový reťazec v agropotravinárstve: Výzvy pre manažment prírodných zdrojov a spoločnosť"*. Nitra : Slovak University of Agriculture in Nitra, 2016, p. 1-9.

⁷ HODINKOVÁ, D.: Applied pro-social behaviour of companies – social marketing. In *Medzinárodné vedecké dni 2016 "Hodnotový reťazec v agropotravinárstve: Výzvy pre manažment prírodných zdrojov a spoločnosť"*. Nitra : Slovak university of Agriculture in Nitra, 2016, p. 1-9.

⁸ DŽUPINA, M. et al.: *Spoločensky zodpovedné podnikanie ako zdroj hodnoty značky*. Nitra : Constantine the Philosopher University in Nitra, 2016, p. 5-68.

⁹ ŠTRBROVÁ, E.: Consumer involvement and motivation in attending socially oriented marketing events. In *European Journal of Science and Theology*, 2016, Vol. 12, No. 2, p. 191-202.

¹⁰ For more information, see: POLAKEVIČOVÁ, I. et al.: Perception of the erotic theme of Dolce & Gabbana and Calvin Klein print advertisement in terms of gender differentiation of the generation Y customer segment. In *Prohuman*, 2016, Vol. 7, No. 10. [online]. [2016-10-09]. Available at: <<http://www.prohuman.sk/psychologia/perception-erotic-theme-dolce-gabbana-and-calvin-klein-print-advertisement-terms-gender-differentiation>>.

¹¹ FANDELOVÁ, E. et al.: Modely a vzory a ich vplyv na socializáciu adolescentov v intenciách mediálnej a marketingovej komunikácie. In *Analýza a výskum v marketingovej komunikácii*, 2016, Vol. 4, No. 1, p. 5-13.

¹² *Zákon o neziskových organizáciách poskytujúcich všeobecne prospešné služby č. 213/1997 Z. z. z 2. júla 1997*. [online]. [2016-10-08]. Available at: <<http://www.epi.sk/zz/1997-213>>.

¹³ GÖTTLICHOVÁ, M. et al.: Options for innovation of marketing approaches to the market in the non-profit sector. In *Procedia – Social and Behavioral Sciences*, 2015, Vol. 175, p. 334-341.

¹⁴ DŽUPINA, M.: Vplyv princípov zodpovedného podnikania na proces strategického riadenia podnikov. In *Analýza a výskum v marketingovej komunikácii*, 2013, Vol. 1, No. 1, p. 4-25.

¹⁵ Ibidem.

¹⁶ GRAS-GIL, E. et al.: Investigating the relationship between corporate social responsibility and earnings management: Evidence from Spain. In *Business Research Quarterly*, 2016, Vol. 19, No. 4, p. 289-299.

Non-profit organizations have also started employing celebrities.¹⁷ Even in case the organization is having a partnership with a celebrity, this affiliation does not necessarily have to provide quality and quantity signals to potential donors. Celebrity affiliation plays a significant positive role in the amount of financial contributions from donors. On the other hand, using celebrity endorsement can raise expenses.¹⁸ Charitainment, meaning the usage of celebrity and media for philanthropy, can make philanthropy less likely to catalyze substantive social change.¹⁹ Regarding celebrity endorsement for non-profit organizations, according to Del Mar Garcia de Los Salmones et al. celebrity's credibility depends on the fit perceived, the attribution of altruistic motivation, celebrity image and general attitude toward celebrity activism.²⁰ According to Chan et al. the effectiveness of advertising using celebrity appeals depends on: attractiveness, expertise, trustworthiness of celebrity and congruity between brand image and celebrity.²¹ The interest in celebrity endorsement for non-profit organizations often includes abovementioned issue of congruence between celebrity and promoted cause. Good fit enhances celebrity credibility and effectiveness of communication.²² ²³ The need for congruence in application of celebrity as an endorser has its roots in Schema theory explaining how individuals are using categories/schemas to organize information. When celebrity does not fit to advertized cause consumers need more elaboration during information processing in order to process perceived inconsistency.²⁴ S. Park and S. M. Choi showed that celebrity's personal experience with endorsed cause positively influences not only the perception of celebrity's altruistic motives for the endorsement, trustworthiness and expertise, but also attitudes toward the celebrity, nonprofit foundation, and donation intention. Furthermore, they found a strong influence of a credible celebrity on the attitude towards the ad and behavioral intentions. When a celebrity had no experience with endorsed cause, participants showed less altruistic attributions of celebrity motive and perceived celebrity expertise in case celebrity was the founder compared to the situation when celebrity acted only as a spokesperson.²⁵ Another important attribute in perception of celebrity endorsers regarding non-profit organizations is the attribution of motives. In case the recipients attribute selfish (financial) motives to celebrities or brands they feel manipulated or deceived and consider endorser less

¹⁷ DOMAŃSKI, J.: Competitiveness of Nongovernmental Organizations in Developing Countries: Evidence From Poland. In *Nonprofit and Voluntary Sector Quarterly*, 2012, Vol. 41, No. 1, p. 100-119.

¹⁸ HARRIS, E. E. et al.: Analysis of the Value of Celebrity Affiliation to Nonprofit Contributions. In *Nonprofit and Voluntary Sector Quarterly*, 2015, Vol. 44, No. 5, p. 945-967.

¹⁹ NICKEL, M. P. et. al.: A Critique of the Discourse of Marketized Philanthropy. In *American Behavioral Scientist*, 2009, Vol. 52, No. 7, p. 974-989.

²⁰ GARCIA M. S. et al.: Communication using celebrities in the non-profit sector: Determinants of its effectiveness. In *International Journal of Advertising*, 2013, Vol. 32, No. 1, p. 101.

²¹ CHAN, K. et al.: Impact of celebrity endorsement in advertising on brand image among Chinese adolescents. In *Young Consumers*, 2013, Vol. 14, No. 2, p. 169.

²² GARCIA M. S. et al.: Communication using celebrities in the non-profit sector: Determinants of its effectiveness. In *International Journal of Advertising*, 2013, Vol. 32, No. 1, p. 104.

²³ O'MAHONY, S., MEENAGHAN, T. The impact of celebrity endorsements on consumers. In *Irish Marketing Review*, 1997, Vol. 10, No. 2, p. 15.

²⁴ GARCIA M. S. et al.: Communication using celebrities in the non-profit sector: Determinants of its effectiveness. In *International Journal of Advertising*, 2013, Vol. 32, No. 1, p. 105.

²⁵ PARK, S., CHOI, S. M.: Celebrity endorsement for nonprofit organizations: the role of experience-based fit between celebrity and cause. In *American Academy of Advertising. Conference Proceedings: 76. Lubbock* : American Academy of Advertising, 2009, p. 76-77. [online]. [2016-11-14]. Available at: <<http://tldr.sk/SWhSuN>>.

credible,²⁶ on the contrary, attributing an altruistic motive to celebrity is positively influencing its credibility.²⁷

2 Research characteristics

In our research we set four concepts: celebrity, social advertising, commercial advertising and me in order to study perception of these concepts and relations between them. The objective of our research was to determine a perception of four concepts (me, celebrity, commercial advertising, social advertising) by adolescent group of respondents. We were interested primarily in following **research questions**:

- 1) *What is the perception of celebrity concept in relation to other concepts?*
- 2) *How distant is the perception of celebrity concept from other concepts?*
- 3) *What are the differences in perception of concepts by male and female participants?*

Adolescents in the age of 17-23 were used as a sample for this study (n=67, 19 men, 48 women, average age 19). This age range represents the older adolescence.²⁸ Saxton points out to the role of celebrities in their lives: *"They have worked hard to get where they are and they do things to help people in need"*.²⁹ Celebrity attachment belongs according to psychological literature to so called secondary attachments. We can consider celebrities also as vicarious role models. Secondary attachment plays an important role during adolescence bridging dependence on parents and transition to responsibilities and relationships of early adulthood, they serve as role models, influence self concept development and have social and emotional functions.^{30,31} Within secondary attachments adolescents may form a parasocial relationship with celebrity. Such relationship is one-sided and imaginary but is experienced as full and real. D. G. Centeno refers to parasocial interaction and relationship as illusionary intimacy an individual feels towards media persona.³² D. C. Giles and J. Maltby investigated celebrity interest on the sample of British adolescents. They found following predictors of celebrity interest in examined adolescent group: high level of emotional autonomy, high attachment to peers and low attachment to parents.³³ Chan et al. determine in their qualitative focus group study attributes of celebrity endorsers and celebrity endorsement advertising that are the most appealing to adolescents. Adolescents recalled the most easily celebrity endorsers whom they

²⁶ GARCIA M. S. et al.: Communication using celebrities in the non-profit sector: Determinants of its effectiveness. In *International Journal of Advertising*, 2013, Vol. 32, No. 1, p. 105.

²⁷ Ibidem, p. 105.

²⁸ MACEK, P.: *Adolescence*. Praha : Portál, 2003, p. 10.

²⁹ SAXTON, G.: Collections of cool. In *Young Consumers*, 2005, Vol. 6, No. 2, p. 18-27.

³⁰ CHAN, K. et al.: Impact of celebrity endorsement in advertising on brand image among Chinese adolescents. In *Young Consumers*, 2013, Vol. 14, No. 2, p. 169.

³¹ GILES, D., MALTBY, J.: The role of media figures in adolescent development: relations between autonomy, attachment, and interest in celebrities. In *Personality and Individual Differences*, 2004, Vol. 36, No. 4, p. 814.

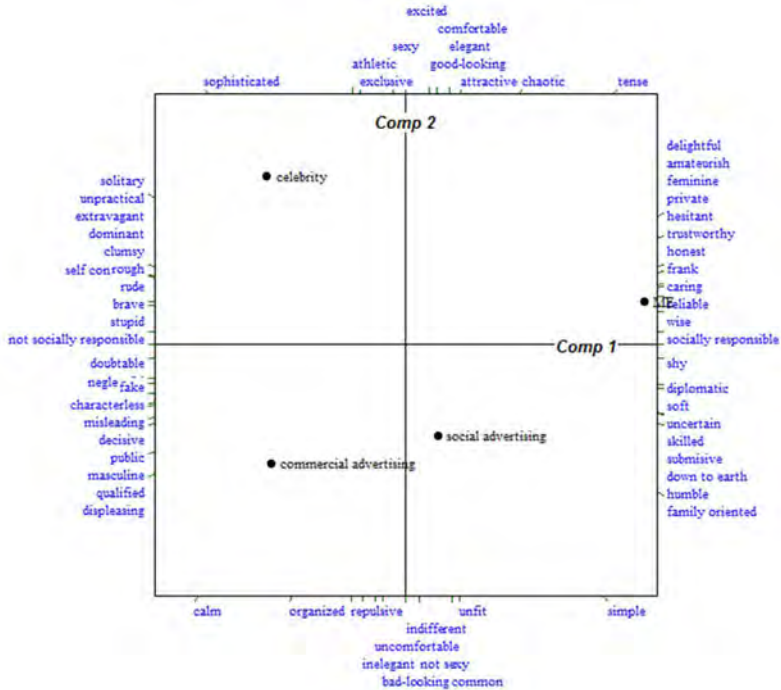
³² CENTENO, D.: Celebrities' Parasocial Interaction and Relationships: Predictor of Voting Preference towards Endorsed Political Candidates. In *Philippine Management Review*, 2016, Vol. 23, p. 53-68.

³³ GILES, D., MALTBY, J.: The role of media figures in adolescent development: relations between autonomy, attachment, and interest in celebrities. In *Personality and Individual Differences*, 2004, Vol. 36, No. 4, p. 813.

consider attractive, funny and expressive.³⁴ We may find surprising or at least interesting that expertise and credibility does not seem to be crucial in this case (in comparison to for example the work of Ohanian).³⁵ Applied research method was paper and pen questionnaire with a semantic differential for each examined concept (me, celebrity, commercial advertising, social advertising). Semantic differential consisted of 35 bipolar adjectives evaluated on 7-point scales.

3 Analysis and results

Research data were processed using Idiogrid software and interpreted based on statistical procedures of descriptive statistics, bivariate statistics (Euclidean distances, correlations) and Principal component analysis. By the means of Principal component analysis we extracted two main mutually exclusive components (see picture 1) covering 92,22% of data variance.



Picture 1: Perception map of four examined concepts as an output of Principle component analysis

Source: Own processing, Idiogrid output

³⁴ CHAN, K. et al.: Impact of celebrity endorsement in advertising on brand image among Chinese adolescents. In *Young Consumers*, 2013, Vol. 14, No. 2, p. 167.

³⁵ OHANIAN, R.: Construction and validation of a scale to measure celebrity endorsers' perceived expertise, trustworthiness, and attractiveness. In *Journal of Advertising*, 1990, Vol. 19, No. 3, p. 39-52.

The first component (the most robust one) covering 59,47% of data variance consists mostly of adjectives regarding honesty (*reliable, honest, frank*), responsibility (*socially responsible, caring, family oriented*), skillfulness (*skilled, wise*), privacy (*diplomatic, private*), submissiveness (*soft, submissive, humble, shy, down to earth*). Second component covering 32,75% of data variance includes adjectives describing positive appearance (*attractive, good-looking, elegant, sexy, athletic, exclusive, sophisticated*), comfort (*comfortable*) and excitation (*chaotic, excited, tense*). All adjectives correlating with components at least at value of 0.70 can be seen in the perception map (picture 1). At first glance we can observe that the perception of four concepts is quite diversified with each of them being situated in different quadrant of presented perception map. Adjective „shy“ is according to structure coefficients from principal component analysis situated directly at component 1 thus dividing a perception map on halves where concepts of „social advertising“ and „me“ are perceived as shy (with „me“ perceived as more shy than „social advertising“) and concepts of „celebrity“ and „commercial advertising“ are perceived as brave. Adjective „sexy“ is lying directly on component 2 suggesting that celebrities are perceived as sexy, participants in general perceive themselves as slightly sexy and both forms of advertising are perceived as not sexy even though current advertising practice is being criticized for the abuse of nudity and sexual motives.

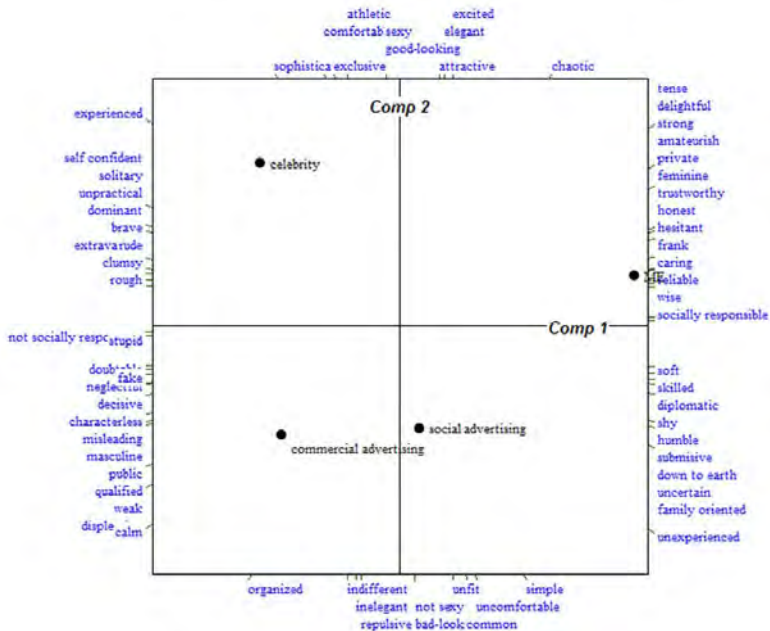
Nevertheless, young recipients in general are considered as being tolerant to the usage of sexual stimuli in advertising. Reichert suggests that tolerance to sexual content in advertising is decreasing with age of respondents.³⁶ Regarding physical attractiveness, concepts of „me“ and „celebrity“ are perceived as *attractive, good-looking, sexy, elegant*, components describing advertising are perceived in opposite direction as *inelegant, bad-looking, not sexy, unfit*. Even though there were more females in our research sample than males, celebrity is perceived as predominantly male concept. We consider this to be an interesting result worth future further investigation in contexts of social perception, role models and psychological concept of identification. Overall, celebrity is perceived as described by positive adjectives linked to physical attractiveness, self-confidence, competence, dominance, but we can also recognize a tendency on the right side of perception map towards negative characteristics linked to low credibility (e.g. misleading). As we can see in the perception map which apply point symmetry (the midpoint of axes), perception of concepts celebrity and social advertising is nearly opposite. Moreover, in the context of this paper bridging celebrity endorsement and social causes, celebrity is situated in perception map at the side corresponding to the characteristic „*not socially responsible*“.

Regardless sex of respondents (meaning no differences based on the variable of sex in the relative distance of concepts) and based on the measure of Euclidean distances concept of „celebrity“ is perceived as closest to the concept of „commercial advertising“ while it is the most distant from the concept of „me“ despite the possible presence of a slight bias – concepts „me“ and „celebrity“ are both describing living entities while other two examined concepts are not, therefore participants might have inclined to a slightly more similar perception of these two. Readers may be interested in the fact that in our research sample concept of „me“ is the closest to the

³⁶ REICHERT, T.: Sex in advertising research: A Review of Content, Effects, and Functions of Sexual Information in Consumer Advertising. In *Annual Review of Sex Research*, 2002, Vol. 12, No. 1, p. 262.

concept of „social advertising” offering an interpretation of people seeing themselves as altruistic an engaged in social causes. Concept of „me” is the most distant from the perception of „commercial advertising” indicating that respondents might dissociate themselves from commercial advertising practices.

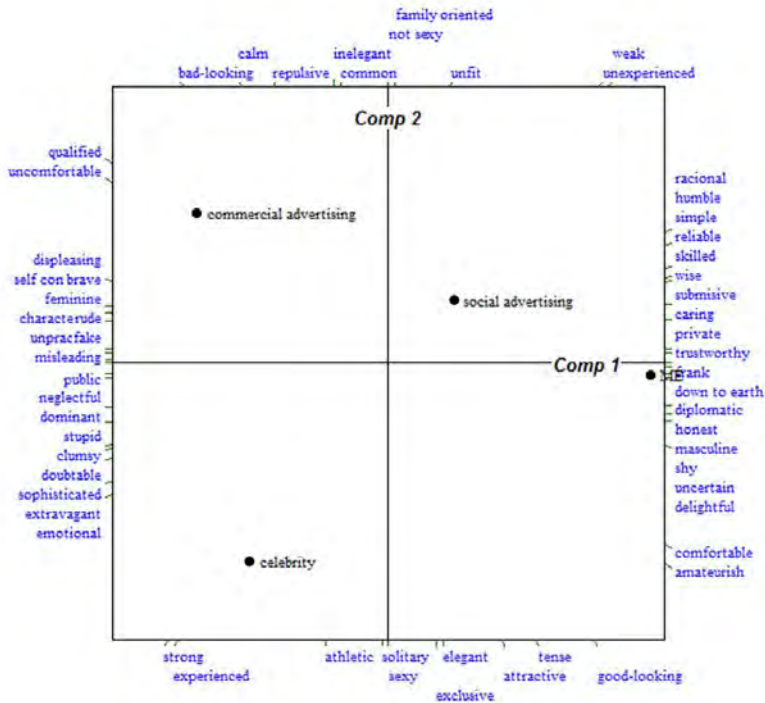
Evaluating the concept of celebrity on 35 bipolar adjectives, the main differences in evaluation (as a difference in average values of groups) between male and female participants were in case of following adjective pairs (underlined adjective is the one representing perception of all respondents – both male and female; absolute values of differences in average ratings between male and female participants are in parantheses): good-looking vs. bad-looking ([1,09]); comfortable vs. uncomfortable ([1,00]); self-confident vs. uncertain ([1,08]); decisive vs. hesitant ([1,21]). The most congruent were the evaluations on these pairs of adjectives (underlined adjective is the one representing perception of all respondents – both male and female; absolute values of differences in average rating between male and female participants in parantheses): reliable vs. doubtable ([0,14]) (note: the average value for this pair of adjectives regarding all participant can be 3,52 indicating a very slight preference for celebrity as reliable); frank vs. fake ([0,19]); trustworthy vs. misleading ([0,13]); socially responsible vs. not socially responsible ([0,03]); humble vs. extravagant ([0,11]); diplomatic vs. rude ([0,08]); down to Earth vs. unpractical ([0,06]). General degree of correlation between male and female evaluations reached the value of 0.77 suggesting considerable degree of similarity in female and male evaluation of concepts.



Picture 2: Perception map for a subgroup of women

Source: Own processing, Idiogrid output

In the picture no. 2 we can see a perception map for a subgroup of females (n=48, average age = 19) from our research sample. Again, we can see the concept of celebrity being quite isolated from other concepts as we have already seen in overall evaluation. Two extracted and graphed components comprise 91,60% of data variance. Component 1 consists mainly of adjectives related to honesty (*honest, frank, trustworthy*), reliability (*reliable, socially responsible*), expertise (*experienced, skilled, wise*), adjectives such as *delightful, caring, family oriented, humble, diplomatic, strong, private, down to Earth*, but also negative characteristics such as *amateurish, uncertain, hesitant, tense, submissive, shy*. Concept of celebrity is within perception map in quadrant characterized by the presence of attributes related to physical attractiveness and exclusivity on the top of the scheme and on the right side by attributes linked to roughness and dominance (e.g. *self-confident, dominant, brave, solitary*), on the other hand in line with central symmetry „social advertising” is perceived as *soft, shy, humble, submissive, uncertain, unexperienced*. Bridging celebrity endorser with social cause (for a non-profit organization) while maintaining a schematic fit between them will be in line with these findings a difficult task for marketers. Not surprisingly, the most positively perceived concept is the concept of „me” because human psyché wants to maintain a positive image of itself with the help of phenomena such as cognitive consistency and ego defense mechanisms. Commercial advertising is perceived more negatively as *public, masculine, misleading* etc.



Picture 3: Perception map for a subgroup of men
Source: Own processing, Idiogrid output

Perception map of men (n=19; average age = 19) shows two components covering 85,03% of data variance. All the adjectives referring to physical appearance are part of component 2. Concept of celebrity is perceived as the most physically attractive, concept of commercial advertising is perceived as the least attractive which is surprising considering advertising celebrating physical fitness and attractiveness to a great degree. It may be the case that participants personified the concept of commercial advertising and expressed all their negative feelings towards it rather than understanding it literally as a sum of communication means. Component 1 contains adjectives linked to honesty (*honest, frank, trustworthy*), hence „celebrity“ and „commercial advertising“ are perceived as misleading and „social advertising“ and „me“ are perceived as honest.

Conclusion

Understanding adolescent consumers' perception of celebrity endorsement helps marketers to develop effective communication with adolescents. Presented research offered an insight into the perception of four key concepts for celebrity endorsement applied to non-profit sector. Concepts of me, celebrity, social advertising and commercial advertising were perceived as quite different. Positive perceptions were dominant. Perception of concepts celebrity and social advertising showed signs of contrariness. Perception of celebrity showed a strong inclination towards aspects of physical appearance. Celebrity is perceived as described with positive adjectives linked to physical attractiveness, self-confidence, competence, dominance, but we can also recognize a tendency towards negative characteristics linked to low credibility. The concept of celebrity is perceived as being male. We suggest further investigation of this finding in the context of identification with endorsers and role models. Concept of celebrity is perceived as closest to the concept of commercial advertising and most distant from the concept of me suggesting respondents are not identifying with celebrity figures in general because they may perceive them as unique or inaccessible. Perception of concepts celebrity and social advertising is nearly opposite. General degree of correlation between male and female evaluations of four concepts reached the value of 0.77 therefore men and women tended to evaluate four examined concepts in much the same way. We see limits of our research endeavor in the size of our research sample and in the neglect of personality factors or factors of communication itself, but we hope to deliver more results in the future. However, we still see perception maps as an elegant, comprehensible and comparable way of perception inspection and this paper as a contribution to rarely covered topic with vast application potential.

Acknowledgement: This study is a partial output of VEGA research project no. 1/0216/15: 'Celebrity v sociálnej reklame a ich preferencia u adolescentov' [Celebrity in social advertising and celebrity preferences of adolescents].

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"PROJEKT LADY" TELEVISION REALITY SHOW AS A TOOL FOR RESAPING PERSONAL BRANDING

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Abstract

Creating a personal brand is an important tool for professional development and success in life. The practical and research problem is the selection of the most effective methods of creating a personal brand. The aim of the article is an analysis of the innovative use of the reality show (The "Project Lady" in Polish Television TVN) as a method of shaping the personal brand using gamification. The paper deals with review of the process and the transformation of the personal image and with results of this program.

Key words:

Communication. Gamification. Media. Personal branding.

1 Introduction

Communicating about yourself and creating a personal brand is an important tool for professional development and success in life. Awareness of what we communicate about ourselves and how we do it is sometimes overlooked. The need for conscious creation of our own brand is overlooked even more so. Therefore, the need arises to raise awareness of investing in a personal brand and showing that there is value in the process. Both knowledge of what actually raises our competence and what weakens it, as well as knowledge of what makes us stronger in the role which we have chosen for ourselves are ingredients combined in a way in order to fully enable the process of creating an authentic personal brand which has to be composed into the context of an integrated development of a human being. It can be stated that the interest in the creation of the image and personal brand (personal branding) has a long history, although it was not always considered as such and not necessarily in relation to the employment market. Any activities associated with human development, i.e. improvement of manners and personality and attention to appearance, fit in with the question of forming an image. The cause of the 'personal brand creation' concept of popularity growth in recent years can be considered a social need associated with making an outstanding appearance on the employment market. Highly skilled employees who do not receive job posts at their related skill level or do not receive job posts at all often appear, thus forming an unemployed group. There are also reverse situations, when a low-qualified employee wields an ability to effectively "sell" him- or herself. Personal branding does not apply, however, to professional life only, but to the private life of an individual as well. Coyte G. Cooper states that everyone has a brand, but not everyone always realizes this, and with solutions for creating a personal brand, you can create a remarkable life for yourself.¹

¹ COOPER, C. G.: *Impressions, The Power of Personal Branding in Living an Extraordinary Life*. North Carolina : Coyte Cooper Company, 2014, p. 270.

Creating a personal brand, personal PR, or personal branding is sometimes negatively associated with "selling" yourself on the employment market, aspects of self-promoting and marketing your own personality: "Many a person are uncomfortable with the idea of promoting themselves or their work. The general opinion seems to be "let your work do the talking". However, personal branding is not just for celebrities or those in the corporate sector. As Tom Peters stated: "We are CEOs of our own companies".² A practical and research problem is searching and choosing the most effective methods for creating a personal brand. Training is undoubtedly considered as a traditional method especially natural training as well as radio and television broadcasts. The need of convincing about the usefulness of creating a personal brand and attention to your own image, as well as the need to shape your own skills of creating a personal brand in conjunction with the improvement of soft competence seem to be an important educational element when considering the media mission. In the article, an analysis of an innovative use of a reality show of a selected program ("Projekt Lady" aired on TVN, a Polish broadcast station) has been shown as a method of creating an image using gamification. An overview of the image reshaping process and the results of the programme described can be found.

2 The role of a personal brand in personal success and professional career

Communicating about ourselves has a long history, because it is inseparable from every act of human interaction. By communicating with another person or group of people, we do not necessarily speak about ourselves, and a human being consciously or subconsciously attempts self-presentation, that is passing information about oneself as well – through all communication channels available at a given time. A person provides the expression of his or her education and polished manners through the verbal channel, that is choice of words, and through giving specific examples, he or she provides information about the environment in which he or she grew up in. You may express your attitude to people and issues which you tackle through intonation. Similarly, these processes are fulfilled through the non-verbal channel, that is, body language, appearance and artifacts. According to Arkadiusz Szczepański, a professional coach dealing with issues in this scope, "personal branding consists of building a personal brand through image management and activities related to it; [he adds that] management activities must be conscious and well planned - one transmits a specific message, acting with the use of carefully selected tools, in order to obtain the desired feedback from the recipients".³ A similar definition is given by a different practitioner, Dariusz Brzezicki: "Personal branding is about building one's own brand, by means of managing one's image".⁴ Rita Balian

² BALIAN, A. R.: *Personal Branding and Marketing Yourself*. Waltham, MA : Balian Publishing Co., 2014, p. 124.

³ GOŁĘBIEWSKI, P.: *Personal branding. Czym jest i jak tworzyć swoją własną markę?*. [online]. [2016-06-20]. Available at: <<http://www.marketingpolityczny.org/personal-branding-czym-jest-i-jak-gotworzyc/>>.

⁴ BRZEZICKI, D.: *Na czym dokładnie polega personal branding?*. [online]. [2016-02-11]. Available at: <<http://alterweb.pl/na-czym-polega-personal-branding>>.

Allen brings the definition to three actions: "knowing our value, knowing what we want, and knowing how to ask for it".⁵

Taking into account Cooper's phrasing, it can be concluded that every individual has not only a personal brand, but has it at every moment of his or her life as well. Also, the fictional heroes of films, programmes, novels or other works have their own brand and often they have distinct archetypes i.e. social roles attributed to them, which gives them a communicational consistency. On this assumption, Michał Zwierz (practitioner, brand creator) bases his professional conduct in the field of creating client personal brands: "That is why, at the initial stage of working with my clients, we are always looking for an archetype which is closest to them, in order to facilitate communication and to give prospective clients a sense of security, predictability, even if your archetype is the rule-breaking Rebel".⁶ Predictability, and, in turn, a sense of security when connecting with another human being also gives you a knowledge of the rules of etiquette. When going for an appointment with a client, we expect that he or she will be punctual; when we go to a party, we expect that there will be refreshments; when we give someone a gift, we expect gratitude; when we receive a business card from a business acquaintance, we assume that the information on the card is accurate, etc. The rules of etiquette are, similarly to language, elements of social communication. By improving the external image along with your own manners, a different quality of a person can be created.

3 The difficulties in creating an authentic personal brand

Depending on the goals you set, various opportunities are used by individuals to communicate information about yourself. Mark Leary defines these opportunities as auto presentation tactics, listing verbal description, public attributions, social contacts among them as well as using memory, appearance, speech, body language, etc.⁷ Skillful use of these can facilitate the achievement of goals. Tactics can be associated with manipulation; however, the problem of whether they will become a way of lying about yourself, or will be used to present a consistent, truthful image, depends on the will of the individuals in question. All of the tactics can be considered as being a trap if used in the wrong way, by communicating to the environment that one is a different person than he or she really is.

4 The role of media in shaping the need to create your own personal brand

When formulating the 2007 deontology of media, Bertrand described the six basic roles that modern media play: (1) observation of the surrounding world, (2) creating an image of the world, (3) the transmission of cultural heritage, (4) providing social

⁵ BALIAN, A. R.: *Personal Branding and Marketing Yourself*. Waltham, MA : Balian Publishing Co., 2014, p. 192.

⁶ ZWIERZ, M.: *Gra o Tron i archetypy marki osobistej*. [online]. [2016-02-11]. Available at: <<http://personal-branding.pl/artykuly/gra-o-tron-i-archetypy-marki-osobistej/>>.

⁷ LEARY, M.: *Wywieranie wrażenia na innych, o sztuce autoprezentacji*. Gdańsk : GWP, 1999, p. 29-52.

communication, (5) providing entertainment, (6) the inducement towards buying.⁸ According to A. Kozłowska, the multiplicity of functions attributed to mass media can obliterate its hierarchy to some extent, but it should be emphasized that the function of information is superior to all the other functions. Through TV and radio programmes or texts published in the press and on the Internet - that is through broadly understood media products - the media realize, besides the function of information, the closely-related functions of persuasion and education. Information provided by the media about the different social roles influence the attitudes and behavior of recipients, shape their view of the world, of other people - for their own needs (sometimes even artificially creating these needs). Presentation of roles, attitudes and values contained in the media transmission allows the recipient to identify with them and make a decision about entering into a given role. It is particularly clear to observe the presentation, or even promotion of specific attitudes and needs in genres appropriate for television, such as television series, sitcoms or reality shows. Here, the entertainment function of the media outweighs the persuasive function. Viewers derive pleasure from the possibility of peeking into the reality of other people and participating in their lives. Programme participants become role models for the recipients, with their attitude and life choices becoming new templates for behaviour. The task of the media - specifically spoken and television - should be to promote positive examples, because the result of the promotion of attitudes presented in such programmes often makes the recipient realize the need to change one's image. Often, it is to be done by mimicking the image of programme heroes, mapping their appearance, manner of speech or movement. The viewer creates his or her new personal brand.⁹

5 Reality show as a television genre

Technological development has contributed to the creation of new television forms, with the use of recordings done outside of the television studio. Moreover, with recording equipment becoming finer, lighter, and easier to use - as well as the Internet acting as a medium facilitating the recording process - it has become possible to record scenes on your own as amateurs. The idea of installing cameras in order to record the everyday life first appeared on the Internet. It was a kind of experiment which quickly found its followers. In the late 1980s, television stations were becoming increasingly willing to create broadcasts in which they simultaneously used the material created by the audience, as well as continuing making a documentary series based on "peeking into" someone's life. The reality show can be classified into such genre, among others. Wiesław Godzic observed that the reality show as a genre "consists in placing a man in a critical situation, and then observing his behavior, the whole product aimed at being enjoyable (though controversial at the same time), and - an obvious thing - properly prepared for sale". Possible modifications of finding oneself in a critical situation lead to different variants of this genre. The critical situation may be natural or created by directors. "So, if finding a man in a difficult and incredible situation was the result of actions beyond one's own natural actions or actions of other people, it is generally dealing with such a variety of a reality show, which narrates the action of police or medical

⁸ BERTRAND, J. C.: *Deontologia mediów*. Warszawa : Instytut Wydawniczy PAX, 2007, p. 25-27.

⁹ KOZŁOWSKA, A.: *Oddziaływanie mass mediów*. Warszawa : Wyd. SGH, 2006, p. 69-70.

services. (...) On the other hand, when "immersing in a critical situation" is preceded by an audition and voluntary consent to be viewed with a partial restriction of personal liberty - we are dealing with a highly entertaining reality show or documentary soap (in the latter case, the narrative and editorial creation prevails over the creation which happens directly on the film set)." [Godzic].¹⁰

'Big Brother' is usually pointed out as an example of a programme whose formula is nowadays considered to be the closest to a reality show. This programme was originally produced by the Dutch company Endemol and broadcast for the first time in 1999 in the Netherlands (as well as its numerous versions in other countries). It is treated as a kind of opus magnum of the TV format.¹¹ Gamification is an element of many reality show programmes. Game mechanisms are used in reality shows in order to induce greater emotional involvement of both protagonists and spectators of the programmes. The mere presentation and performance of scenes from ordinary life would not arouse so many emotions as observation of the protagonists' efforts, striving to carry out tasks of various levels of difficulty, planned by the creators. The challenges that need to be met in every episode are basic elements of game mechanics, as well as the system of points to collect, or levels that should be cleared in order for an individual to appear in the next edition of the series. During programmes of this type, participants of the "game" often receive feedback, explaining what was done right, what was done wrong (i.e. what the progress of a participant in the game is), and why a given "player" is excluded from the "game" (will not appear in the next edition). Feedback loops is an important element of all game mechanics, as well as main prizes and winning which is the aim of the programme participants. For viewers, the "reward" is relaxation, entertainment, and entrance to the unreal world of the reality show to such extent which allows to temporarily forget about one's everyday problems. For the participants of the programme, however, the reward is twofold. Firstly, there is an actual prize set before the start of programme realization (e.g. a specific amount of money). Secondly - something that holds a bigger value for many people - a recognition of the media world, drawing attention of millions of viewers on the other side of the screen to yourself, as well as the ability to change your current image and create your own personal brand.¹²

6 Projekt Lady as a reality show

The premise of the Projekt Lady programme is the belief that a human being constantly changes. Every new experience, every interaction of people has an impact on the perception of us, C.G. Cooper writes. If a woman has spent most of her life in a difficult environment, even meeting with contempt for herself, she can receive a sense of respect as an incentive to reshape her own opinion of herself. A new personal brand of contestants is formed. Even if it is done with an initial resistance at the beginning and even if it is manifested in the external behavior only, in the long

¹⁰ GODZIC, W.: *Big Brother czyli flirt telewizji z rzeczywistością, w 30 najważniejszych programów TV Polsce*. Warszawa : Wydawnictwo Trio, TVN SA, 2005, p. 49-50.

¹¹ *Big brother*. [online]. [2016-10-11]. Available at: <http://www.cbs.com/shows/big_brother>.

¹² ZICHERMANN, G., CUNNINGHAM, CH.: *Grywalizacja. Mechanika gry na stronach WWW i w aplikacjach mobilnych*. GŁIWICE : Wyd. Helion, 2012, p. 77.

run an internal transformation occurs, causing the desire and commitment to undertake continuous personality improvement. Obviously, it is not to the same extent in every case. The chance of transforming and creating a new brand (a kind of rebranding procedure) which the girls from the "Projekt Lady" programme received is modeled on the British version of *Ladette to Lady*. The programme had a formula of a reality show. Therefore, true behavior of programme participants was filmed, untouched by director's actions. The main objective of the project was an experiment in transformation of a group of rebellious, scandalous young women into real ladies. Twelve women were invited to the project, selected in the audition process from the 18-28 age group.

For the duration of the programme all women were accommodated in a mansion near Warsaw. Each day, participants had a variety of activities which provided an opportunity for change - adjusting one's appearance and behavior under the supervision of professionals. The participants had an opportunity of gaining new knowledge as well as skill. Classes regarding diction, culture of language, ballroom dancing, graceful way of movement, the rules of dress code, as well as other similar ones to them were conducted. The process of transformation was supervised by two mentors: an expert in etiquette and a psychologist, who also led a variety of classes in their area of expertise. The programme contained also gamification elements. Participants were given a variety of tasks (individual challenges as well as those which required cooperation with other contestants). Their participation in the next episode of the series (that is, advancing to the next level) depended on their performance. Each episode of the programme (the first one excluded) ended with the assessment of progress - providing feedback on the topic of personal transformation and the elimination of one of the participants, who seemed to care the least for her self-improvement. Three women reached the finals, one of whom was appointed First Lady of Projekt Lady. This woman received the main prize - a three-month English language course in a prestigious school in Cambridge.

7 Projekt Lady as an example of media involvement in shaping positive role models - a case study, conducted using the inductive case study procedures¹³

The project was treated not only as a spectacle, but as an experimental educational programme. The purpose and the programme mission was not restricted to the mere transformation of the participants involved in the project. The success of the project is also a message for viewers: change - even in a short time - is possible. A risk occurred that women who participated in the programme, had some other goal in mind: to gain popularity, not focus on the actual change of image and transform into a real lady. In some cases - as shown by the reactions of women during the program - a change that they had to go through turned out to be just an unwanted side effect. Of course, they were required to undergo that transformation if they wished to continue participating in the programme. It was known to them that in the event of gross disobedience they would be asked to leave the project. During the recording of the

¹³ CZAKON, W.: *Łabędzie Poppera – case studies w badaniach nauk o zarządzaniu*. [online]. [2016-10-11]. Available at: <<http://www.wojciechczakon.com/pub/labedzie-poppera-case-studies-w-badaniach-nauk-o-zarzadz.pdf>>.

programme, the question was considered whether the transformation of women involved in Projekt Lady will last, or would they return to the old habits and the previous image after they left the programme. Would the new image, created as a result of a television experiment, prove to be true or false? The question of authenticity of a created personal brand is tackled by the majority of the authors, writing publications on the subject (Coyett G. Cooper, Rita Balian Allen, Mel Carson, and Dorie Clark).¹⁴ The methods used to shape the brand in order to achieve authenticity and durability of the new brand - have allowed to obtain a reliable answer to this research question. The observation of participants during the program, and checking their fates and image stability after the end of the programme through personal contacts, traditional media and social networking sites allowed to consider the methods of creating a personal brand of Projekt Lady participants as well-as being suited to the goal that was presented to them.

Conclusions can be drawn from the observation of women that at the beginning of the project they were not at all convinced that they are able to change into real ladies. Their thoughtless behavior testified to this fact. They treated their stay in Radziejowice as an adventure or a social event, but not as a school, in which you learn and follow the rules. At the beginning it could be observed that alcohol abuse, bad language, imitation of perverse behavior, as well as mocking the savoir-vivre learning process occurred. A change occurred after the first participant left Radziejowice. The women realized that they were obliged to do something to continue their participation in the project. However, at this stage, although some efforts were already visible, it was not apparent that these were actions aimed at actual and permanent change. Changing one's behavior in the commencing weeks of the project took place only in cases of conscious supervision. For example, seeing the mentor, the women immediately changed their tone and seating position; they refrained from profanity and hid their cigarettes. Such reactions did not foreshadow true intentions of change. It only proved that women's' efforts were only focused on the goal of advancing to the next stage. Furthermore, it testified that the women were seeking to become popular: the more stages, the more episodes and broadcasting time.

However, gamification caused even this goal of the participants (surviving in the project) to entail another consequence: the participants, while advancing to the next stages, were gaining more and more knowledge. The group in which they were in was becoming less numerous. They received individual guidance and it was possible for them to develop better. They started receiving more and more positive incentive. This effect, initially treated as a necessary evil, led to a new phenomenon: halfway in the programme, the participants began to pay attention to their own behaviour. They even started to mutually correct themselves. They became active in their efforts and helped each other in times of difficulty. It was particularly evident, for example, when learning ballroom dancing. During the dinner with their dancers, the women began to transfer their knowledge that they acquired in the project, to their guests. Although such behaviour was not exactly polite, it may indicate satisfaction

¹⁴ See: COOPER, C. G.: *Impressions, The Power of Personal Branding in Living an Extraordinary Life*. North Carolina : Coyte Cooper Company, 2014, p. 144; ALLEN, R. B.: *Personal Branding and Marketing Yourself*. Waltham, MA : Balian Publishing Co., 2014, p. 143; CLARK, D.: *Reinventing You*. Massachussets : Harvard Business School Publishing, 2013, p. 111.

stemming from the fact of possessing the knowledge, and the inner conviction about its value. The longer the participants remained in the project, the greater were the changes that occurred. But, in order to verify that these changes were not ostensible, it was necessary to check on the participants after the programme ended.

Only three finalists had the opportunity to acquire all the knowledge offered in the programme, because only three women made it to the end of the show: Pamela, Patrycja W. and Angelika. It spanned more than half a year from the end of the experiment until obtaining the results of the programme. Each of the finalists changed their lives. The winner of the programme, Patrycja W. finished her three-month English language course in Cambridge (the final prize of Projekt Lady). She also acquired a new job post. She created a personal brand of a person that is responsible, willing to develop herself even further, was elegant and open for change. Angelika changed visually and undertook an internship at one of the mentors' companies. She created the image of a person who is more mature and feminine. Pamela changed her image towards one which is more subtle. She has got married and is expecting a child. Those participants who had left the project much earlier, mainly because they lacked conviction about the reasonableness of the courses that the programme had to offer, have not made such significant changes in their lives. They returned to the image they presented before participating in the programme, which can be seen on somewhat disgraceful pictures and movies, uploaded by the participants themselves in social networks. Thus, they did not create a new personal brand.

8 Final remarks

Today, we have far more opportunities to communicate about ourselves through the use of new, universally available media. Digital technology has caused a revolutionary change in communicating each other, both in actual reality as well as in cyberspace. Just as a strong brand means an opportunity to gain a competitive advantage for the company (e.g. setting a higher price for a product or service), in the same way does a strong personal brand enables achieving success in life, which may include, for example, obtaining higher remuneration for one's work or overall life prosperity. Due to the range of social media and the "memory" of the Internet, an image of a person that was once created may be difficult to change. Therefore, the importance of creating the image of young people and having a consciously built personal brand is an important asset on the threshold of professional life. The "Projekt Lady" experiment showed that changes can be made to one's image, and thus - a new personal brand can be created. But this shall not be a short-lived and external change, but rather one that comes from one's own beliefs. Moreover, it shall be supported by a significant amount of work, aimed at gaining knowledge and skills in order to become authentic.

The experiment also allowed to draw the conclusion that the effect of sustained and genuine change is also possible as a side effect, even if the persons subject to changes had different purposes (other than to create a new personal brand) in the initial stages of learning. This effect, in the form of creating a new personal brand, occurs only when a person will develop an inner need to change in the course of learning. The realization of this fact by the participants was the realization of the actual goal of

the programme itself. The use of gamification elements in the programme reinforced the commitment of the participants during the implementation of tasks. It increased their motivation for executing actions, which resulted in creating new personal brands by the participants. "Projekt Lady" is an example of the involvement of the media in shaping the patterns of good behavior and at the same time an incentive to change, which becomes real for the viewer. The described case studies included in the article, conducted using the inductive case study procedures, confirm this fact.

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MARKETING COMMUNICATION AND AUDITOR'S BRAND

Václav Kupec

Abstract

The auditor's profession is part of modern company management. However, ambivalences may arise in the perception of the auditor's profession. The problem with the ambivalences can be solved by a strategic care for the auditor's profession, or by a care for the auditor's brand. In order to do so, marketing communication can be used which ensures positive perception by target groups of customers. Therefore, the aim of the paper is to analyze the impact marketing communication has on auditor's brand. The subsequent research verifies the differences between evaluation of the audit by respondents who received marketing communication and respondents who did not receive marketing communication. The methods employed to study the subject matter include analyzing current theories as well as online questionnaires sent to the target group of customers of the audit. The results of the questionnaire then revealed that the constructed hypothesis had been proved as respondents who received marketing communication evaluated performed audits more positively. Therefore we recommend auditing departments to use marketing communication techniques which will contribute to building the auditor's brand with positive implications for the company management.

Key words:

Audit. Brand. Communication. Management. Marketing.

Motto

"It is axiomatic that internal auditing is not bought by management. It must be sold to management."

Lawrence B. Sawyer

Introduction

Moeller claims that the auditor's profession in the context of internal audit originated 3000 BC.¹ This discipline has evolved. Currently, Spencer Pickett links it mainly to so-called Corporate Governance.² Philips defines audit as a consulting service which helps leadership manage company processes.³ Although today's audit no longer relies on hard control techniques but rather concentrates on soft consultancy performance,⁴ its perception inside companies is ambivalent. This means that auditors, much like dentists, are welcome in case of need, but are otherwise refused. Consequently, although auditor's profession fulfils other tasks, it is erroneously linked to repressive activities inside companies. But the ambivalence can be shifted from a negative to a positive perspective. This can be achieved by taking care of the auditor's profession (AP), or by building auditor's brand (AB).⁵ And since such a

¹ MOELLER, R. R.: *Brink's Modern Internal Auditing: A Common Body of Knowledge*. New Jersey : John Wiley & Sons, 2016, p. 3.

² SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 24.

³ PHILLIPS, A. W.: *ISO 9001:2008 Internal Audits Made Easy*. Milwaukee : Quality Press, 2009, p. 6.

⁴ MOELLER, R. R.: *COSO Enterprise Risk Management: Establishing Effective Governance, Risk, and Compliance*. Chichester : John Wiley & Sons, 2011, p. 12.

⁵ MOELLER, R. R.: *Brink's Modern Internal Auditing: A Common Body of Knowledge*. New Jersey : John Wiley & Sons, 2016, p. 3.

brand may not be perceived the same way as product brands or service brands, Keller explains: “Brands do not include only products and services. Also people and organizations can be perceived as brands.”⁶ Příkrylová – Jahodová then link the subject to marketing communication (MC) which helps create positive brand awareness of the target group of customers,⁷ see Formula 1, in this case customers of the audit. We can thus conclude that in case of auditing, marketing communication can contribute to building of the auditor’s brand.

$$(AB + MC) \in AP \quad (1)$$

Where:

AB – auditor’s brand,

MC – marketing communication,

AP – auditor’s profession.

If the audit is to have a seal of quality, in the psychological and marketing sense as understood by Vysekalová et al.,⁸ it should take care of its auditor’s brand. However, the auditing sphere, like any other exposed sphere, must carefully consider which marketing techniques it should use also with respect to the specifics of its function. By no means should these activities aim to affect the audited processes. Marketing activities to support positive evaluation of the auditor’s brand must, therefore, aim mainly at better awareness of clients of the audit, their education and long-term marketing communication of the auditor’s brand. The aim of the paper is, therefore, to analyze the impact marketing communication has on the auditor’s brand.

1 Bibliographic Sources

The selected subject matter corresponds with the definition of internal audit as it is interpreted by Spencer Pickett: “Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”⁹ In the international context, this theory is verified by Sawyer – Dittenhofer – Scheiner¹⁰, Russell¹¹, or Douglas – Smith – Wood¹². In the Czech Republic, it is interpreted in a similar way by Dvořáček¹³, Kafka¹⁴ or Vochozka – Mulač¹⁵. Finally, Sawyer¹⁶, Ridley¹⁷ or Kupec¹⁸ study practical

⁶ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 53.

⁷ PŘÍKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Praha : Grada Publishing a.s., 2010, p. 41.

⁸ VYSEKALOVÁ, J. et al.: *Psychologie reklamy*. Praha : Grada Publishing a.s., 2012, p. 259.

⁹ SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 2.

¹⁰ SAWYER, L. B., DITTENHOFER, M. A., SCHEINER, J. H.: *Sawyer’s Internal Auditing: The Practice of Modern Internal Auditing*. Altamonte Springs : IIA, 2003, p. 4.

¹¹ RUSSELL, J. P.: *The Internal Auditing Pocket Guide*. Milwaukee : Quality Press, 2007, p. 8.

¹² DOUGLAS, F. P., SMITH, J. L., WOOD, D. A.: Internal Audit Quality and Earnings Management. In *The Accounting Review*, 2009, Vol. 84, No. 4, p. 1256.

¹³ DVOŘÁČEK, J.: *Audit podniku a jeho operací*. Praha : C. H. Beck, 2005, p. 2.

¹⁴ KAFKA, T.: *Průvodce pro interní audit a risk management*. Praha : C. H. Beck, 2009, p. 14.

¹⁵ VOCHOZKA, M. et al.: *Podniková ekonomika*. Praha : Grada Publishing a.s., 2012, p. 469.

¹⁶ SAWYER, L. B.: *The practice of modern internal auditing*. Altamonte Springs : IIA, 1973, p. viii.

¹⁷ RIDLEY, J.: *Cutting Edge Internal Auditing*. Chichester : John Wiley & Sons, 2008, p. 363.

connections between auditing and marketing. The suggested need for interdisciplinary cooperation between auditing and marketing is also supported by Sawyer: *"It is axiomatic that internal auditing is not bought by management. It must be sold to management."*¹⁹ And it is marketing which can be used to support the abovementioned selling of audit, as one of its principal tasks according to Kotler – Armstrong is selling.²⁰ Příkrylová – Jahodová recommend that in order to sell or build auditor's brand, marketing communication should be used,²¹ which is defined by Fill in the following way: *"Marketing communications should be an audience-centred activity."*²² This claim has been developed by Hes – Koubová – Chlumská²³, Čábyová – Ptačin²⁴ or Vysekalová et al. The latter makes a strong link between the brand and quality of provided services.²⁵

*"Marketing communication thus introduces to the market the core of a brand's character, creates brand awareness, boosts knowledge of the brand, has an impact on customers' attitudes towards the brand in terms of creating unique and positive associations."*²⁶ These techniques can be used to change the ambivalent evaluation of the auditor's brand. Kotler – Keller recommend the use of the marketing mix to build a brand and value for customers, which consists of advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word of mouth marketing and personal selling.²⁷ Collectives of authors Pelsmacker²⁸, Kotler²⁹ and Karlíček³⁰ have a similar understanding of marketing communication fundamentals and the abovementioned communication mix. *"Shifts in the nature of internal auditing and in the role requirements of internal auditing specialists are likely to have an effect on internal auditing as an occupation and on its professional organizations."*³¹ The whole bibliographic search of the given subject matter shows different ways to support this Baxter – Poullaos quotation. At the same time, this chapter presents theoretical milestones which can be developed and consequently other suggestions can be innovatively constructed to enrich the discipline. The analyzed subject matter of building of the auditor's brand can be concluded with confirming the correlation between auditing and marketing, which

¹⁸ KUPEC, V.: Marketing Audit of Corporate Communication in Banking Sector. In *Socioekonomické a humanitní studie*, 2015, Vol. 5, No. 2, p. 25.

¹⁹ SAWYER, L. B.: *The practice of modern internal auditing*. Altamonte Springs : IIA, 1973, p. viii.

²⁰ KOTLER, P., ARMSTRONG, G.: *Principles of Marketing*. London : Pearson Education, 2010, p. 29.

²¹ PŘÍKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Praha : Grada Publishing a.s., 2010, p. 41.

²² FILL, CH.: *Simply Marketing Communications*. Harlow : Pearson, 2006, p. 9.

²³ HES, A., KOUBOVÁ, M., CHLUMSKÁ, T.: Changes of Value Structures and the Importance of the Intercultural Communication in Modern Society. In *Communication Today*, 2014, Vol. 6, No. 1, p. 18.

²⁴ ČÁBYOVÁ, L., PTAČIN, J.: Benchmarking Comparison of Marketing Communication of Universities in Slovakia. In *Communication Today*, 2014, Vol. 5, No. 1, p. 68.

²⁵ VYSEKALOVÁ, J. et al.: *Psychologie reklamy*. Praha : Grada Publishing a.s., 2012, p. 259.

²⁶ PŘÍKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Praha : Grada Publishing a.s., 2010, p. 41.

²⁷ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 518.

²⁸ PELSMACKER, P., GEUENS, M., BERGH, J.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2003, p. 24.

²⁹ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 516.

³⁰ KARLÍČEK, M. et al.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2016, p. 9.

³¹ BAXTER, J., POULLAOS, CH.: *Practices, Profession and Pedagogy in Accounting*. Sydney : Sydney University Press, 2009, p. 390.

has been verified by Spencer Pickett³², Ridley³³ or Kupec³⁴. The interconnection between the two disciplines should yield valuable results which will have positive implications for the company management.

2 Material and Methodology

On the basis of a selection of theories presented in literature, we may then proceed to a concrete description of the studied subject matter. The subject matter is marketing communication of the internal audit and the impact it has on the given company. In 2012, a department of internal audit implemented selected elements of marketing communication in its processes according to theories by Ridley³⁵. This concerned primarily an overall marketing communication strategy in auditing as described by Kotler – Keller³⁶, above all the use of events and experiences, public relations and publicity or interactive marketing. This marketing communication strategy was annually processed, evaluated and approved. The marketing communication strategy was also subject to continuous reporting. Summarized results of individual actions were submitted to the department's management, which were observed in time (not part of the presented research), aiming at a trend increase in quantitative outcomes. However, qualitative measurement of the marketing communication on the target groups was not carried out although Přikrylová – Jahodová stress that it is crucial to measure efficiency.³⁷ Therefore the presented research verifies the two-tailed hypothesis that a difference exists between how audit is evaluated³⁸ by respondents who received marketing communication from the internal audit department (Group A) and respondents who did not receive marketing communication (Group B). A questionnaire by Spencer Pickett was used: *"One way to achieving a degree of feedback from the client is to obtain a response to a formal questionnaire that makes enquiries about the audit service."*³⁹ The questionnaire was carried out in the form of an online survey interview according to theories by Chráska⁴⁰ and Kupec⁴¹. The questions used were based on the general concept by Kotler – Keller⁴². The questionnaire included specific questions on the Likert scale according to Brace⁴³. The questions concerned evaluation of audit (AE), which reflects the evaluation of the defined auditor's brand (AB), see Formula 2. The subsequent data analysis

³² SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 484.

³³ RIDLEY, J.: *Cutting Edge Internal Auditing*. Chichester : John Wiley & Sons, 2008, p. 24.

³⁴ KUPEC, V.: Marketing Audit of Corporate Communication in Banking Sector. In *Socioekonomické a humanitní studie*, 2015, Vol. 5, No. 2, p. 25.

³⁵ RIDLEY, J.: *Cutting Edge Internal Auditing*. Chichester : John Wiley & Sons, 2008, p. 4.

³⁶ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 518.

³⁷ PŘIKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Praha : Grada Publishing a.s., 2010, p. 54.

³⁸ SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 24.

³⁹ Ibidem, p. 486.

⁴⁰ CHRÁSKA, M.: *Metody pedagogického výzkumu*. Praha : Grada Publishing a.s., 2007, p. 163.

⁴¹ KUPEC, V.: Marketing Research of Digital Life of Bank Clients. In MATUŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life – part II. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 117.

⁴² KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 140.

⁴³ BRACE, I.: *Questionnaire Design*. London : Kogan Page, 2008, p. 73.

looked into the impact the marketing communication had on the target group of internal audit according to Kozel – Mynářová – Svobodová⁴⁴.

$$AB \in AE \quad (2)$$

Where:

AB – auditor's brand,

AE – evaluation of audits.

The questionnaire was carried out according to the following methodology: After every individually concluded internal audit, an e-mail request to fill in an evaluation questionnaire of the concluded audit was sent manually by a given deadline. A hypertext link to the evaluation was created. The questionnaire was created by the Google Forms application and was distributed within a closed intranet circle in the firm. In this way, primary data security was ensured. Secondary security was ensured by an individual authorization granted to respondents to access Google Forms based on their unique e-mail address. Statistical methods Roubal – Petrová – Zich⁴⁵ were used to summarize the collected data according to Kupec⁴⁶.

3 Results

The questionnaire results are presented on the basis of data collected in 2015 when a total of 81 audit contracts were completed. After each of them was completed, a total of 172 questionnaires were sent to 65 audited departments.⁴⁷ The return of questionnaires was 72 %, or 123 questionnaires from 58 audited departments. The evaluation of all performed audits, hereinafter referred to as a quality index, defined based on a predefined scale⁴⁸ was at 95.3 %, which means the average grade was 1.3 (this data is monitored also because of further processing of the material and the development of quality of services). The collected data were recorded in the Google Forms data matrix and after each questionnaire was completed they were exported into a Microsoft Excel file which was used for final processing of the collected data. Subsequently the data on departments which definitely received marketing communication from the auditing department were collected. In accordance with the selection of marketing communication by Kotler – Keller⁴⁹ it included record of participation in the events, record of reading electronic articles or record of attending auditing courses. As we have already mentioned, in the given period a total of 172 questionnaires were sent individually to the audited departments with the return of questionnaires at 72 %, or 123 questionnaires from 58 audited departments. Of these departments, 24 definitely received marketing communication from the audit department (Group A), while 25%, which equals 6 departments, were

⁴⁴ KOZEL, R., MYNÁŘOVÁ, L., SVOBODOVÁ, H.: *Moderní metody a techniky marketingového výzkumu*. Praha : Grada Publishing a.s., 2011, p. 110.

⁴⁵ ROUBAL, O., PETROVÁ, I., ZICH, F.: *Metodologie marketingových výzkumů*. Praha : VŠFS, 2014, p. 64.

⁴⁶ KUPEC, V.: *Marketingový výzkum ve vybraných procesech řízení banky*. Trnava : UCM in Trnava, 2014, p. 28.

⁴⁷ To some departments questionnaires were sent repeatedly because they were audited repeatedly (remark by the author).

⁴⁸ 100 – 91 % (grade 1), 90 – 76 % (grade 2), 75 – 61 % (grade 3), 60 – 46 % (grade 4), 45 – 31 % (grade 5), 30 – 16 % (grade 6), 15 – 0 % (grade 7) (remark by the author).

⁴⁹ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 518.

definitely sent the communication more than once. By this analysis the collection of data was completed.

All results of the audit evaluation were sorted based on whether the data came from departments which did (Group A) or did not (Group B) receive marketing communication from the internal audit department. While the observed Group A evaluated the audit with quality index 96.4 %, which equals the average grade of 1.2, the observed Group B evaluated the audit with quality index 94.1 %, which equals the average grade of 1.4. Thus the performed research confirmed the constructed hypothesis that there is a difference between the evaluation of audit by respondents who received marketing communication from the internal audit department (Group A) and respondents who did not receive marketing communication from the internal audit department (Group B). The observed difference between the evaluation of audit by Group A (quality index 96.4 %, average grade 1.2) and the average evaluation of all audits (quality index 95.3 %, average grade 1.3) translates to a difference in absolute values of 1.1 percentage points and 0.1 average grade which confirms a positive result for Group A. On the other hand, the observed difference between the evaluation of audit by Group B (quality index 94.1 %, average grade 1.4) and the average evaluation of all audits (quality index 95.3 %, average grade 1.3) translates to a difference in absolute values of 1.2 percentage points and 0.1 average grade which confirms a negative result for Group B. The difference between evaluation of audits by Group A and Group B in absolute values is 2.3 percentage points, which equals 0.2 average grade.

The summary of results can be reflected in the concrete impact marketing communication has on the auditor's brand. First, it is obvious that 41.2 % of audited departments received marketing communication, which is only a minority of all audited departments. The evaluation of audit by departments which definitely received marketing communication was more positive by 2.3 %. Therefore, we can recommend audit departments to increase their activities to address more customers of the audit. This will lead to better awareness of customers of the audit, customer education and open communication. Such understanding of auditor's brand will consequently lead to more quality cooperation with customers of the audit and at the same time to more efficient fulfilment of the auditor's mission⁵⁰ to help companies achieve their goals.

4 Discussion about the Topic

The chapter confronts data presented in the literature, assesses results and discusses the performed research. And although the need to take care of the auditor's brand is not mentioned explicitly in Czech sources, reliable foreign sources can be used to prove the importance of studying the topic. Already in 1973 Sawyer⁵¹ mentioned a clear link between auditing and marketing, as defined by Kotler – Armstrong⁵². Also

⁵⁰ KAFKA, T.: *Průvodce pro interní audit a risk management*. Praha : C. H. Beck, 2009, p. 16.

⁵¹ SAWYER, L. B.: *The practice of modern internal auditing*. Altamonte Springs : IIA, 1973, p. viii.

⁵² KOTLER, P., ARMSTRONG, G.: *Principles of Marketing*. London : Pearson Education, 2010, p. 29.

Spencer Pickett⁵³ and currently also Pitt⁵⁴ confirm a positive impact of marketing on the auditor's brand. Příkrylová – Jahodová then recommend applying marketing communication to build a brand.⁵⁵ Therefore, there is a clear reference to interdisciplinary study of the subject matter. "Strong brands provide a lot of assets and utility to companies, businessmen, costumers and the society as a whole."⁵⁶ If internal audit takes care of its auditor's brand through marketing communication (which was the subject matter of the study), it is at the same time important to assess its effectiveness primarily in accordance with the recommendations from the auditor's perspective by Spenser Pickett⁵⁷, from the marketing perspective by Petrů⁵⁸ or directly with reference to the brand by Kozel – Mynářová – Svobodová⁵⁹. At the same time, the performed research in accordance with the abovementioned theories, or the performed evaluation of audits confirmed the indisputable impact of marketing communication (events and experiences, public relations and publicity, interactive marketing)⁶⁰ on evaluation of the auditor's brand.

The research also yielded other suggestions for improvement. The suggestions are primarily linked to the complicated assessment, or monitoring of the impact the communication has on the behaviour of the target groups as discussed by Zamazalová et al.⁶¹. Therefore, the improvement in methodology should concern incorporating into the questionnaire concrete questions verifying the impact of marketing communication. Although this is not a key area for the target group, it can provide accurate information on marketing communication of the internal audit department. Consequently, it would not be necessary to carry out a comparison of two different databases (questionnaires v. records) but all data would be recorded in one database (questionnaires). In this way also the possible error rate would decrease. The research also provided suggestions for further possible processing of the subject matter as the methodology relied solely on comparative techniques. For more advanced processing of the subject matter we recommend the use of correlation techniques according to Walker⁶². Correlation techniques allow to analyze the subject matter with respect to time trends and can also lead to discovery of potential other correlations. The acquired results can then be used to prepare material for assessment and building of auditor's brand as mentioned by Keller⁶³. This can consequently lead to the improvement in the assessment of the auditor's

⁵³ SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 484.

⁵⁴ PITT, S. A.: *Internal Audit Quality*. Hoboken : John Wiley & Sons, 2014, p. 114.

⁵⁵ PŘÍKRYLOVÁ, J., JAHODOVÁ, H.: *Moderní marketingová komunikace*. Praha : Grada Publishing a.s., 2010, p. 41.

⁵⁶ PELSMACKER, P., GEUENS, M., BERGH, J.: *Marketingová komunikace*. Praha : Grada Publishing a.s., 2003, p. 74.

⁵⁷ SPENCER PICKETT, K. H.: *The Internal Auditing Handbook*. Chichester : John Wiley & Sons, 2010, p. 486.

⁵⁸ PETRŮ, N.: New Approaches in the Banking Sector to Communicate with Customer Segments. In MATUŠ, J., PETRANOVÁ, D. (eds.): *Marketing Identity: Digital Life – part II. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 191.

⁵⁹ KOZEL, R., MYNÁŘOVÁ, L., SVOBODOVÁ, H.: *Moderní metody a techniky marketingového výzkumu*. Praha : Grada Publishing a.s., 2011, p. 266.

⁶⁰ KOTLER, P., KELLER, K. L.: *Marketing management*. Praha : Grada Publishing a.s., 2007, p. 518.

⁶¹ ZAMAZALOVÁ, M. et al.: *Marketing*. Praha : C. H. Beck, 2010, p. 267.

⁶² WALKER, I.: *Výzkumné metody a statistika*. Praha : Grada Publishing a.s., 2013, p. 161.

⁶³ KELLER, K. L.: *Strategické řízení značky*. Praha : Grada Publishing a.s., 2007, p. 545.

brand, which is a must nowadays: “*The future of internal auditing will always be influenced by the services it provides in the present and the environment in which operates.*”⁶⁴

Conclusion

The text looks into the impact marketing communication has on the auditor’s brand. The aim of the paper was, therefore, to analyze the impact marketing communication has on the auditor’s brand. The performed research aimed to verify the hypothesis whether there is a difference between the evaluation of audit by respondents who received marketing communication from the internal audit department (Group A) and respondents who did not receive marketing communication from the internal audit department (Group B). A total of 172 questionnaires were sent individually to the audited departments (the return of questionnaires was 72 %). Of the audited departments, 24 departments definitely received marketing communication from the audit department (Group A), while 25% were definitely sent the communication more than once. While Group A evaluated the audit with quality index of 96.4 %, which equals to average grade 1.2, Group B evaluated the audit with quality index of 94.1 %, which equals to average grade 1.4. The difference between evaluation of audits by Group A and Group B in absolute values is 2.3 percentage points, which equals 0.2 average grade. Thus, the results of the research confirm the constructed hypothesis. Therefore, we recommend auditing departments to use marketing communication techniques, which will contribute to building the auditor’s brand with positive implications for the company management.

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⁶⁴ RIDLEY, J.: *Cutting Edge Internal Auditing*. Chichester : John Wiley & Sons, 2008, p. 31.

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CELEBRITY BRANDS: MONO-BRANDING AND CELEBRITY ENTREPRENEURSHIP

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Abstract

Celebrity endorsement can be used in various branding and marketing communication strategies. Besides standard engaging of celebrities as brand representatives of ambassadors, there are also possibilities leading to more direct connection between the celebrity and promoted subject. More concretely, we mean the creation and marketing of brands with the same name as celebrities', which is called mono-branding. The literature started to research this phenomenon only recently, although it's use is quite frequent and some celebrity mono-brands are extremely popular. In this study, we point to the placement of mono-branding to the context of general celebrity endorsement concept, explain circumstances of it's application and most of all, open wider perspective for this form of celebrity presence in contemporary culture.

Key words:

Celebrity branding. Celebrity endorsement. Mono-branding.

1 An Introduction: Celebrities in Culture and Marketing Communication

Celebrities have been an integral part of the media culture¹ from its very beginning as they are nowadays. We encounter them through a wide spectrum of the media channels (TV, radio, print, Internet) and the media genres (TV reality shows, video clips, talent shows, however, firstly tabloid press in the broadest term and different expressions). So there is no surprise that ways in which celebrities speak to the public has transformed over time. The basic postulate of successful integration of celebrity into the culture is the creation of a model in which all the interested parties are satisfied: the media, the public, and ultimately celebrities alone (in this context, this model can be described as a Win-Win-Win Model). Typical examples are presented by so-called celebrity media, or media primarily based on the presentation of celebrities, their life stories and episodes, paparazzi reporting, demonstrating of their experience (eg. in gastronomy) and so on. All winning model, however, can be applied in others, relatively less obvious manifestations of celebrity culture, especially those located in the field of advertising communication. Celebrity endorsement², as this area is called, allows a significant increase in interest in the promoted brand/products, particularly manifested in situations of low recipinets' motivation (as explained by Elaboration Likelihood Model).

The use of celebrity endorsement in advertising has several forms. British research centre HPI suggests five broad categories of endorsers (cited by most of relevant

¹ For more information, see: ADAMSKI, A.: Media as the intersphere of human life: another view on the mediatization of communication theory. In MAGÁL, S., PETRANOVÁ, D. (eds.): *Megatrends and Media. Media farm – Totems and taboo. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015.

² The most famous definition of a celebrity endorser is one by Norman McCracken: celebrity endorser is a person who „... enjoys a public fame and such a fame is used in a way that he/she appears in advertisements for a promoted product.“ (For more information, see: MCCRACKEN, G.: Who is the Celebrity Endorser? Cultural Foundation of the Endorsement Process. In *Journal of Consumer Research*, 1989, Vol. 16, No. 3).

literature³): testimonial, imported, observer, invented, harnessed. Mentioned categorization (similarly to other categorizations, eg. the one developed by Hamish Pringle⁴ is based on the fact, that there is a mental distance between endorsing celebrity and endorsed brand/product, and that a role of (marketing) communication lies in the need of creating trustworthy relationship between them. This mindset, however, lies in the centre of major research and theory on celebrity endorsement. In next section of this paper we will point to the less known and more creative⁵ phenomenon of celebrities' presence in marketing communication, which is based on the celebrities as brand and product producers (or authors). In this regard, it is appropriate to define the difference between promoting brands/product by celebrities and celebrity branded brands/products or product lines bearing the name of a celebrity.

2 Celebrity entrepreneurship and mono-branding

The result of the intensification of marketing and branding positions is a formation of a "promotional culture", a period where communication is dominated by the so-called self-advantage and most important value is to gain attention, emotional loyalty and market share.⁶ According to Prakash,⁷ perception and self-presentation celebrity endorsers has transformed after the 1990. The reason was that some celebrity personas achieved higher economic value as brands/products they have endorsed and this has led to their drawn into the role of the brand. Hunter⁸ in this context refers to the celebrity entrepreneurs, who are defined as individuals, who are know because of their fame and at the same time they own or manage a company (or they are presented as doing so). The process of endorsing takes different forms compared to the previous cases because celebrities promote themselves, respectively, they endorse products bearing their names. Although personal branding is used very rarely in the Slovak conditions (we can mention Gáborík energy drink or Nora Mojsesová Fashion), this tool is globally widespread.

³ See: PRINGLE, H.: *Celebrity Sells*. New Jersey : John Wiley & Sons, 2004, p. 101-103; GLEDHILL, M.: *Stakeholder Marketing*. 2nd Edition. London : Routledge, 2010, p. 101-103.

⁴ PRINGLE, H.: *Celebrity Sells*. New Jersey : John Wiley & Sons, 2004, p. 195-196.

⁵ FICHOVÁ, K., WOJCIECHOWSKI, Ł., SZABO, P.: Originalita plagiatu – plagiatorstvo originality. In *Annales Universitatis Paedagogicae Cracoviensis: Studia Linguistica VII. Dialog z tradycją*, 2012, Vol. 115, No. 7, p. 106-115.

⁶ See: WERNICK, A.: Promotional Culture. In *Canadian Journal of Political and Social Theory*, 1991, Vol. 15, p. 260; WERNICK, A.: Promotional culture: Advertising and Ideology in late capitalism. In MARSHALL, P. D., REDMOND, S.: *A Companion to Celebrity*. Oxford : WILEY Blackwell, 2015, p. 201; SPÁLOVÁ, L., ŠRAMOVÁ, B.: Percepčia „ženských“ a „mužských“ reklamných komunikátov z hľadiska persuzívnej účinnosti komunikačnej stratégie. In *Žena a muž v marketinové komunikaci*. Ružomberok : VeRBUM, 2010, p. 39-51.

⁷ PRAKASH, N.: Stars in Their Eyes: The Dominance of the Celebrity Brand and Intellectual Property Norms Protection through Fan Goodwill. In *Hastings Communications and Entertainment Law Journal*, 2013, Vol. 35, p. 254.

⁸ HUNTER, E.: *Celebrity Entrepreneurship and Celebrity Endorsement: Similarities, differences and the effect of deeper engagement*. Jönköping : Jönköping International Business School, 2009, p. 3.

Traditional celebrity endorsement is based on the celebrity endorsement contract.⁹ On the other hand, celebrity entrepreneur branding is defined as the well-being of the prominent position of celebrities from the very beginning of the product cycle, supporting its visibility and public interest.¹⁰ In the broader meaning, celebrity is a brand (in the sense of self-brand) produced through his/her presentation, features and characteristics as perceived by public, and thus represents a comprehensive package of values and meaning. In the more strict sense, this feature allows celebrities to shape their own marketing activity that could be classified as celebrity entrepreneur branding. The consequence is using celebrity's own market value (equity marketing) to develop and promote a brand/product as a part of authentic self-presentation.¹¹ Upon Cresswell's concept we can assume that celebrity brands add authenticity to whole process of marketing communication, because today's consumers consider not only professional background of the celebrity, but much more attention is paid to everyday life of celebrity.¹² That's why Marshall doesn't conceptualise celebrity only as a metaphor for value, but he views them in a position of creators and producers of the value. This concept links celebrity branding not only to Meaning Transfer Model described by McCracken,¹³ but also to other concepts describing and evaluating a field of celebrity endorsement such as the Match-up hypothesis,¹⁴ Source credibility model¹⁵ and Source attractiveness model.¹⁶

3 Mono-branding and Product Segments

Mono-branding refers to branding strategy when brand/product carries the name of the celebrity.¹⁷ This kind of branding has its specifics and limits in the connection to the segments of promoted products. From daily evidence we can primarily consider the dominance of celebrity mono-brands in the segment of luxury goods and services, ie. products with high added value. However, we can observe surprisingly wide range of mono-branding applications even for products with relatively low added value, although the presence of particular product segments is only marginal. In general, from the point of view of the economic imperative dominance we can talk mostly about unique cases of entrepreneurial activities of individual celebrities, particularly

⁹ CAROLL, A.: Brand Communication in fashion categories using celebrity endorsement. In *Journal of Brand Management*, 2008, Vol. 17, No. 2, p. 150.

¹⁰ HARRINGTON, K.: *Celebrity Branding Is Making A Comeback – Tips for Success*. Released on 18th August 2016. [online]. [2016-09-24]. Available at: <<http://www.forbes.com/sites/kevinharrington/2014/08/18/celebrity-branding-is-making-a-comeback-tips-for-success/#7f2b38af6ea2>>.

¹¹ CRESSWELL, J.: *Nothing Sells Like Celebrity*. Released on 22nd June 2008. [online]. [2016-09-22]. Available at: <http://www.nytimes.com/2008/06/22/business/media/22celeb.html?_r=0>.

¹² MARSHALL, P. D., REDMOND, S.: *A Companion to Celebrity*. Oxford : WILEY Blackwell, 2015, p. 188.

¹³ MCCRACKEN, G.: Who is the Celebrity Endorser? Cultural Foundation of the Endorsement Process. In *Journal of Consumer Research*, 1989, Vol. 16, No. 3, p. 314.

¹⁴ KAMINS, M.: An Investigation into the "Match-up" Hypothesis in Celebrity Advertising: When Beauty May Be Only Skin Deep. In *Journal of Advertising*, 1990, Vol. 19, No. 1, p. 4.

¹⁵ OHANIAN, R.: Construction and Validation of a Scale to Measure Celebrity Endorser's Perceived Expertise, Trustworthiness, and Attractiveness. In *Journal of Advertising*, 1990, Vol. 19, No. 3, p. 39.

¹⁶ SWERDLOW, M. R., SWERDLOW, R. A.: Celebrity endorsers: spokesperson selection criteria and case examples of FREDD. In *Academy of Marketing Studies Journal*, 2003, Vol. 7, No. 2, p. 19. [online]. [2016-09-20]. Available at:

<<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.201.462&rep=rep1&type=pdf#page=17>>.

¹⁷ KEEL, A., NATARAJAN, R.: Celebrity Endorsements and Beyond: New Avenues for Celebrity Branding. In *Psychology and Marketing*, 2012, Vol. 29, No. 9, p. 691.

those whose level of popularity and reputation (on the international and global level) is extremely high. On the other hand, however, we can also observe cases of social marketing application of mono-branding.

Products with high added value often used by mono-branding are mainly represented by cosmetics, namely perfumes. Perfumes have been associated with some celebrities and fashion icons at least since the days of Marilyn Monroe, who became famous endorser of Coco Chanel. In 1952 Marilyn answered a question asked in the Life magazine interview: „What do you wear to bed? A pyjama top? The bottoms of the pyjamas? A nightgown?“ She replied as follows: „Chanel No. 5, because it's the truth.“¹⁸ This quote, of the best memorable ones by Monroe, is probably one of the best endorsements ever made, connecting herself with the Chanel 5 for eternity and working even nowadays.¹⁹ Probably the first celebrity who named "her" perfume after herself, was the famous Italian actress Sophia Loren (branded as Sophia, launched 1980).²⁰ Very famous mono-brand was established by the Argentinean tennis player Gabriela Sabatini, who opened this entrepreneur area for athletes. Product line Sabatini was so successful that it has gained worldwide popularity and it is still available on market. According to Parfume.com the fragrances world has in last years shifted to a more and more celebrity like. Nowadays, there are perfume houses associating their names with a celebrities to gain better branding, marketing, exposure and more sales to the fragrance lines. As an evidence we can point to the 134 celebrity-branded perfumes for women and 31 Men's Cologne or Celebrity Scents for men offered at e-shop perfume.com.²¹

Celebrity scents, fragrances or colognes represent really diversified and lucrative category for celebrities, and we can find various types of celebrities manufactured their own fragrances. By naming perfume brands after fashion designers (Kate Spade; Mary Kate and Ashley Olsen; Katy Hilton; Scent Story), artists (Sean John; Jay Z), models (Kimora Lee Simmons; Heidi Klum; Cindy Crawford), actors (Antonio Banderas; Usher), actress (Jennifer Aniston; Elizabeth Taylor; Jessica Simpson), singers (Lady Gaga; Britney Spears; Katy Perry; Justin Bieber; 50 Cent), writers (Danielle Steel; Cindy Adams²²), businessmen (Kim Kardashian; Ivanka Trump), politicians (Donald Trump), entrepreneurs and television personalities (Khloe Kardashian; Nicole Polizzi), socialites (Paris Hilton), athletes (David Beckham; Michael Jordan; Lamar Odom) and fictive characters (Hannah Montana and James Bond), the fragrance industry integrates itself into a name economy.²³

Although the fragrance industry covers probably the most attractive and effective product category for celebrity mono-branding, there are also other industries with

¹⁸ *Marilyn Monroe New Face of Chanel No 5 Perfume*. [online]. [2016-10-13]. Available at: <<http://www.vogue.co.uk/article/marilyn-monroe-new-face-of-chanel-no5-perfume>>.

¹⁹ Perfume.com, 1995-2016. It also proof the fact, that celebrity endorsement is not exclusively advertising tool, but it can also be used in public relations (remar by the authors).

²⁰ *Sophia*. [online]. [2016-10-14]. Available at: <<http://www.fragrantica.com/perfume/Coty/Sophia-9621.html>>.

²¹ *Celebrity Women's Perfumes and Fragrances*. [online]. [2016-10-17]. Available at: <https://www.perfume.com/shop_by/women/celebrity-scents>.

²² Cindy Adams is american gossip columnist and writer (remar by the authors).

²³ MOERAN, B.: *Department of Intercultural Communication and Management*. [online]. [2016-10-17]. Available at: <<http://openarchive.cbs.dk/bitstream/handle/10398/6973/wp77.pdf?sequence=1>>.

this kind of branding. We can offer some examples of celebrities connected with products of food industry. There are many examples of athletes who mono-brand food and beverage products, such as professional baseball player Miguel Cabrera and his brand of salsa – Miggy’s Salsa; Ken Griffey Jr. milk chocolate bars; Ruth’s Home Run Candy Bar; The Cal Bar (Cal Ripken); Big Hurt Frank Thomas Bar or Moose Bar by Mike Musina etc. Also other sports’ athletes are to be mentioned, mostly ones doing mainstream sports: hockey, baseball, basketball or tennis. We can mention some representatives for each category, in case of hockey player is very important to note Jaromir Jagr Peanut Butter; Michael Peca’s Impeccable Pickles; Dominik Hasek Hot Sauce; Chris Osgood’s Championship Cereal or Alex Ovechkin’s Mr. Big Deal (bar). Out of basketball players we can mention Grant Hill Bar and Shaquille O’Neal: Mr. Big Bar and as tennis player’s Maria Šarapová mono-branding candy line Sugarpova. Also republican candidate for the American president Donald Trump owns and promotes mono-branded food product – Trump Steaks.

Similar success of mono-branding can be seen in the area of show business: TV personalities, actors, singers and other artists. Let’s mention at least Sylvester Stalone’s High Protein Pudding; Hulkster Cheeseburger (Hulk Hogan), Cheech Marin’s Hot Sauce (Mexican American Stand Up comedian), and we can’t forget Paul Newman and his rich product line called Newman’s Own. Moreover, there is also quite wide category of celebrity mono-branded beverages. Betheny Frankel (2009 reality television star) branded own low-calorie margarita named as Skinnygirl. In category of actors we can mention Denny DeVito’s Limoncello! or Mathew Fox Wine. Mono-branded alcohol products are attractive also for politicians (Trump Vodka), fashion designers (Roberto Cavali Vodka), singers (Mansinth, Ferguson²⁴) and also for athletes (Jack Nicklau signature Wines – professional golf player). Celebrities are also successful in running fashion companies or brands, examples can be found in category of models (Magdalena Frackowiak Jewellery, Gisele Bündchen Intimates), actress (Gina Rodriguez – Naja premium lingerie), former actors (Mary-Kate & Ashley Olsen - Elizabeth and James designer line) and politicians (Donald J. Trump Collection).

Conclusions

As we can see, celebrity mono-branding as an integral subcategory of celebrity endorsement is quite popular and diversified. There is not only huge number of examples in category of fragrances, but we could find many celebrity-branded products also in other categories: food products, beverages and alcohol and also in a fashion field. To achieve a better comprehension or evaluation of celebrity mono-branding, we can apply Meaning Transfer Model, Match Up Hypothesis, Source Credibility and Source attractiveness model. According to McCrackens Meaning Transfer Model, we consider use of celebrity mono-branding as really effective way for the launch of new brands, product lines and products as such. Celebrity represents a whole set of characteristics (from professional to private life), which

²⁴ Mansinth – Marilyn Mansons brand of Absinth; Ferguson – wine brand of popular singer Fergie (remark by the authors).

can be easily transferred to mono-branded product. As Olenski²⁵ argues, celebrities are idolizing, so people are more prompted and motivated to buy a celebrity branded product. The third and very last stage of The Meaning Transfer Model is connected with adoption of characteristics of used product by consumers.²⁶ In case of celebrity mono-branding we can use Marshall and Redmond view on celebrities, as celebrities are „... positioned as more powerful, more influential, and more visible by their definition as celebrated and public individuals.“ Moreover, as cited authors add, consumers can use celebrities to self identification, or as a form of self recognition through connection with a celebrities' identity. Statement of these authors exactly determine the effectiveness of celebrity mono-branding, because people who admire specific celebrity and conceptualize him/her as idol would with high probability use celebrity branded product with belief in identification.

On the other hand, we can also apply The Match Up Hypothesis which suggests that celebrity and product communicate their own messages which are integrated into an promotional messages through the process of advertising.²⁷ According to Kamins and Gupta, the effectiveness of this connection is influenced by two factors: spokesperson's image and endorsed product. Authors note that the congruence between spokesperson and product can result in higher believability and attractiveness of the celebrity what stimulates more favourable product attitude.²⁸ If we consider mentioned statements and the fact that the celebrity mono-branded products are mostly reflections of celebrity taste, scents, flavour or fashion and style preferences, these brands should communicate the same message as the celebrity in the background of the product. However this congruence between product and celebrity is not as visible as in case of image of celebrity, so it is quite difficult to analyze and evaluate if the connection between celebrity and mono-branded product is appropriate.

Besides two above mentioned theories focusing on celebrity endorsement evaluating, we can also apply two well-known models considering the role of celebrity credibility and attractiveness as a complex of important attributes. The celebrity Credibility model emphasises the importance of three groups of attributes: trustworthiness, expertise and attractiveness²⁹ and the source Attractiveness model focuses on similarity, familiarity and liking of the person³⁰ as the most influential factors of brand attitude and preference. We consider both models as useful also for the analysing of celebrity mono-branding strategy. The source credibility and dimensions of trustworthy, expertise and attractiveness are mostly applicable in case

²⁵ OLENSKI, S.: *How brands Should Use Celebrities For Endorsements*. [online]. [2016-10-10]. Available at: <<http://www.forbes.com/sites/steveolenski/2016/07/20/how-brands-should-use-celebrities-for-endorsements/#84fd87555607>>.

²⁶ McCracken, G.: Who is the Celebrity Endorser? Cultural Foundation of the Endorsement Process. In *Journal of Consumer Research*, 1989, Vol. 16, No. 3, p. 315.

²⁷ KAHLE, L. R., HOMER, P. M.: Physical Attractiveness of the Celebrity Endorser: A Social Adaptation Perspective. In *Journal of Consumer Research*, 1985, Vol. 11, No. 4, p. 955.

²⁸ KAMINS, M. A., GUPTA, K.: Congruence between Spokesperson and Product Type: A Matchup Hypothesis Perspective. In *Psychology & Marketing*, 1994, Vol. 11, No. 6, p. 569.

²⁹ OHANIAN, R.: Construction and Validation of a Scale to Measure Celebrity Endorser's Perceived Expertise, Trustworthiness, and Attractiveness. In *Journal of Advertising*, 1990, Vol. 19, No. 3, p. 39, 46.

³⁰ See: McGUIRE, W. J.: Attitudes and Attitude Change. In GARDNER, L., ARONSON, E. (eds.): *Handbook of Social Psychology*. New York : Random House, 2011, p. 233-346; ERDOGAN, Z. B.: Celebrity Endorsement: A Literature Review. In *Journal of Marketing Management*, 1999, Vol. 15, p. 299.

of branded products primary linked to a celebrity profession or other significant field of his/her life. As example we can use Marilyn Manson and his brand of absinth, Mansinth, which can be according to Manson's passion in Absinth and also hard image of extreme rock-singer considered as product with high quality guaranteed by his name. As other example we can use Silvester Stalone's High Protein Pudding, where is the credibility of connection supported with whole personal and professional Stanlone's image.

To apply source Attractiveness model we choose we can mention fragrances industry, because characteristics and attributed evaluated in this category we consider as too abstract, so we assume, that fragrances and colognes branded by celebrities are effective because of celebrities' awareness, attractive image, similarity with the targeted audience and also familiarity, which is connected with awareness and high media presence. According to most relevant theories and models, we can assume that the most important role in celebrity branding is played by Meaning transfer Model and we can also point out some examples, where celebrities' credibility and celebrity attractiveness is significant. For example, celebrity credibility play really important role in case of food industry product, meanwhile celebrity attractiveness is more significant for fashion and fragrance branding. Our study also found out, that fragrance industry is probably the most lucrative and appropriate for celebrity mono-branding, as it is in centre of dominant mono-branding discourse presented both by professional and popular literar sources. An explanation could lie in easy mental connection between fragrance and celebrity, because fragrances usually communicate through scent and flacon, or package at all. These attributes can be very easily designed according to image and preferences of celebrity, thus can fragrance be considered as reflection of celebrity. On the other hand, Credibility model is really appropriate if celebrity is directly linked to field of branded products, which usually means, that celebrity has some profesional or more than general interest in determined product category.

Acknowledgement: The paper was supported by a grant for scientific project VEGA No. 1/0216/15: Celebrity in social advertising and their preference at adolescents and project UGA No. IV/4/2016 The effectiveness of celebrity endorsement at Slovakia.

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HR MARKETING IN TERMS OF HR MANAGERS AND EMPLOYEES - APPLICATION E-MARKETING TOOLS

Mariana Strenitzerová

Abstract

The labour market is particularly competitive environment. The human resources managers have found out that hiring high quality staff is not as easy as it was in the past. The companies want to differentiate themselves and be more interesting for their staff. Human resources marketing can help them gain a competitive advantage and be different. The paper describes the essence and meaning of the human resources marketing. The employer branding helps companies to differentiate themselves from other companies in the field. The paper provides a perspective on the application of employer branding used for attracting and retaining the staff. The substantial part of the paper deals with the human resources marketing tools and their usage by human resources managers and employees in the selected company.

Key words:

Campus recruitment. E-marketing tools. Employer branding. Human resources marketing (HR marketing). HR marketing tools. Recruitment. Social networks.

1 Introduction

The labour market is especially competitive environment. Nowadays, in the era of globalization, the companies deal with so called hyper-competition – increased competition that has appeared in some of the fields. It crucially affects the field of services, the markets which are characterized by an easy entrance, the high-profitable spheres or the fields where high-qualified human resources are required. The HR officers have found out that it is not as easy as it was in the past to recruit quality personnel. The aim of modern management is to achieve excellence in every activity.¹ That is the reason why companies in an effort to differentiate themselves and make an interesting impression, can receive a competitive advantage exactly with the use of the HR marketing. Recruitment is a struggle in which the company that is able to make the best first impression and to introduce itself as a unique and a reliable employer wins. It is not easy to step out of the line of the rivals and show the dissimilarity, however, it is for the recruiting communication the most essential.

2 The substance and significance of HR marketing

HR marketing has become a new phenomenon both in the field of marketing and HR management, which is gaining in greater importance with many companies. It includes the combination of the classical marketing and the HR management and we can define it as a company's personal policy orientation on needs of the present and future employees, setting its target to keep and motivate the present ones and also to get new ones.² We are talking about the usage of a marketing access in the personal field in

¹ VARTIAK, L.: *Achieving excellence in projects*. [online]. [2016-10-05]. Available at: <<http://www.sciencedirect.com/science/article/pii/S2212567115008552>>.

² ANDREJČÁK, M.: *Schopnosti a zručnosti manažéra v personálnom marketingu*. [online]. [2016-03-04]. Available at: <http://mts-conference.euke.sk/zborniky/Konferencny_zbornik_MTS_2013.pdf>.

order to form and keep the needed company labour force and create the company a good name considering the employer's field. HR marketing then serves the company to find and recruit a quality human capital and make it stable. The main reasons why marketing elements penetrate into the field of present HR management are:

- applying marketing as the most effective concept of company management in the market field (in the surroundings of competition). The main factor is to reach the competing advantage which is based on the more quality human resources in comparison to the competition,
- increasing demands on the human resources according to the changes happening in the surroundings of global competition,
- increase of the demand of companies for qualified labour force,
- increasing demands on providing professional personal services, which actually means demands on the personal structures of a company, whose effectiveness can be reached just by implementation of the techniques from the marketing field.³

HR marketing can be defined as activities focused on a goal-directed forming, developing and using of the human potential, based on the strategic intentions and goals of the organization in compliance with already existing company culture.⁴ If the HR marketing is supposed to be the source of competing advantage of an organization in the field of human resources, then some of the most significant goals that its implementation should fulfil are:

- receiving more quality human resources than the competition,
- maintenance and development of quality labour power in a company,
- achievement and maintenance of highly positive image, prestige and attraction of a company against the segments of the external and home labour market,
- planning and realization of a personal strategy focused on maximisation of the employees' performance in the organization and quality of their work in fulfilling the company goals.

An important goal leading to prosperity of the company is to provide the optimal structure, the number and quality of the employers, in accordance with operational and strategic needs and to use those employers rationally and keep satisfying their needs, motivating them, creating them optional labour and social conditions as well as adapting them to the changed conditions.

3 Analysis of the application HR marketing tools in the selected company

The aim of the analysis was to assess the effectivity of HR marketing activities of the personnel department in the company Finportal. The first thematic field of the analysis was focused on the company's HR department – the HR officers, as an important part of the organization which deals with questions of human resources, who were representing the respondents of the given research. By means of a primary

³ ŠTEFKO, R.: *Personálna práca v hyperkonkurenčnom prostredí a personálny marketing*. Bratislava : R. S. Royal Service, 2001, p. 186.

⁴ SZARKOVÁ, M.: *Personálny marketing podnikov v podmienkach globálnej hospodárskej krízy*. In *Ekonomické rozhľady*, 2009, Vol. 38, No. 3, p. 398.

quantitative research and its evaluation, we tried to determine the position of the HR department within the given company, the position of the HR officers within the HR department and a set of questions also referred to the activities of the company in the field of the HR marketing: searching and recruiting employees, building up the brand of the company and using the HR marketing tools in the company. The second thematic field of the analysis was focused on the specification of the candidates', i.e. present employees, decision-making criteria which influenced their choice of the future employer at the time they were job candidates. We were gathering the information by means of a primary quantitative research, by electronic interviewing, via questionnaire and the employees of the company represented our respondents. In order to do this research we had to address at least 8 respondents - the HR officers and at least 63 respondents - the employees. Gathering the primary data was done by the electronic form GoogleDocs in April 2016. We addressed employees from the personal department who work in the central office in the company Finportal, located in Bratislava, and the employees from the company Finportal from individual subsidiaries in Slovakia.

The aims of research:

- To find out which tool for recruiting employees is the most effective one from the HR officers' point of view.
- To find out what the biggest contribution to the HR marketing activities consist of.
- To find out if the research of the decision-making criteria for the job candidates has been done.
- To find out which factor, influencing the choice of the employer, was the most important when looking for a job.
- To find out where the employee finds out about the job vacancy.
- To find out which factor the employee considers the most important connected to his current working post.

3.1 Evaluation of a questionnaire focused on the HR department of the company

The identification questions of the questionnaire referred to the gender, the age group, the respondent's post within the HR department, the character of the performed job, the position of the HR department in the company from the HR officers' point of view. 4 respondents (50%) work as HR directors, 1 respondent (12.5%) works as an HR manager and 3 respondents (37.5%) as recruiters. The first thematic field of the questionnaire was referring to the searching and recruiting employees. The aim was to identify the biggest problems connected with it (Chart 1) and the efficiency of individual tools/methods for recruiting employees (Chart 2).

MARKETING IDENTITY

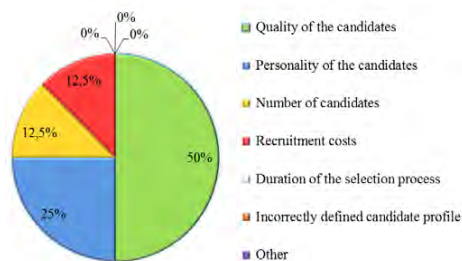


Chart 1: Problems with searching or recruiting new employees

Source: Own processing

The HR officers (50% of respondents) see the biggest problem in the quality of candidates, as well as in the importance of their personality and the costs associated with the searching and recruiting employees. 50% of respondents consider internet job portals the most effective tool for recruiting employees. However, targeted recruitment campaigns and internal selection are also important.

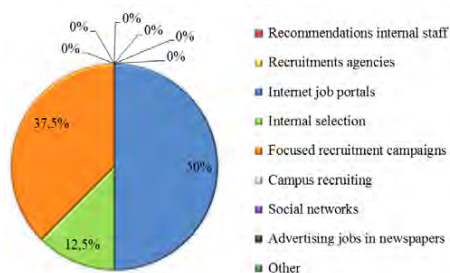


Chart 2: Evaluation of the efficiency of the tools for recruiting employees

Source: Own processing

The second thematic field referred to the activities of the HR marketing: their support provided by the company management, responsibility for these activities, co-operation with other departments, evaluation of their efficiency and of the benefit from these activities by using the tools of the HR marketing. As reflected from the results, the company management supports the activities of the HR marketing, and the HR department has the full responsibility for their development. However, it greatly cooperates with the procurement department which is the one they search for the new employees the most often for. The respondents disposed with a range of values in order to identify evaluating parameters of the HR marketing activities. Their importance from the HR officers' point of view is represented in the Table 1.

Table 1: Parameters of evaluation of the success rate of the HR marketing activities

Parameters	Number of respondents	%
quality of new staff	7	87.50
fluctuation of staff	1	12.50

PERSONAL BRANDING

effectiveness of recruitment	5	62.50
length of recruitment	4	50.00
retention of staff	1	12.50
number of candidates for the job position	3	37.50
recruitment costs	6	75.00
awareness of the employer brand	3	37.50

Source: Own processing

The HR officers see the main contribution of the HR marketing activities in the higher-quality of new employees (50% of respondents), in higher efficiency of recruiting (37.5% of respondents) and in shortening of time needed for staff selection (12.5% of respondents). From the research results it emerged that the company actively uses the HR marketing tools: career on a website of the company, a welcome package for new employees, a unique recruiting communications coming out from the brand strategy, marked by 8 respondents (100%). The company plans to use a recruitment of students/graduates from universities in the future, as well as analysis of the recruiting communication of the competition and a research of the decision-making criteria for the target group of candidates (Table 2).

Table 2: Identification of the use of HR marketing tools in the company Finportal

HR marketing tools	Actively uses	Plan to use	No plan to use
Career website of the company	8	0	0
Campus recruiting	0	6	2
Welcome package for new employees	8	0	0
Unique recruiting communication, coming out from the brand strategy	8	0	0
Unique recruitment advertisements	4	4	0
Plan for the formation of corporate culture	8	0	0
Profiles on social networks	7	1	0
Video introducing corporate culture and employees	8	0	0
Gamification (game elements) in the recruitment process and communication	0	2	6
Targeted recruitment campaigns to a specific position	8	0	0
Responsive web for mobile phones	8	0	0
Separate career site (Microsites)	0	8	0
Explanation of corporate values into practice	8	0	0
Unique employer brand promise	0	2	5
Analysis of the recruitment strategy competition	0	8	0
Research on decision-making criteria of the target group of candidates	0	8	0
Big data	0	4	4

Source: Own processing

The third thematic field referred to the employer branding. We were interested whether the company has a worked out strategy of building the employer branding and how often the company checks out the potential job candidates' awareness of the brand. The research shows that the company has its own worked out strategy for

building up the employer branding and the awareness of the brand is being checked out every half a year.

3.2 Evaluation of a questionnaire focused on the employees

Identifying questions of the questionnaire defined the employees' structure of the company in more details while we were interested in the gender, age group, the level of the respondents' achieved education, their working post, in which subsidiary of the company they work and how long they have worked for the company Finportal. The biggest group of the respondents was represented by the employees with a master education in the post of managers, who have been working for the company for 1-3 years. In the research we were interested in what kind of tools the employees used while they were looking for a job and where they found out about the job vacancy in the company Finportal. The most commonly used tool was online job portals (Table 3), where the majority of the respondents found out about the job vacancy, but there were also other sources like their friends or information from Finportal website.

Table 3: Identification of the tools of searching for job vacancies by the job candidates

Tools of searching	Number of respondents	%
labour office	10	15.87
online job portal	16	25.40
nowhere	5	7.94
recommendations	9	14.29
internet	3	4.76
other broker / financial institution	15	23.81
social network	5	7.4
recruitment agency	4	6.35
newspaper advertising	3	4.76

Source: Own processing

From the research, focused on the HR officers, has emerged that the personal tool "research of the decision-making criteria for the target group of candidates" is not used in the company but they plan to start using it in the future. We wanted to know which employer's decisive factor was the most important for the candidates in the process of looking for a job. From the processing of the research results has emerged that the respondents consider the salary valuation as the most important factor. This option was marked by 41 respondents (65.08%). Other important factors were career growth and working hours (Chart 3).

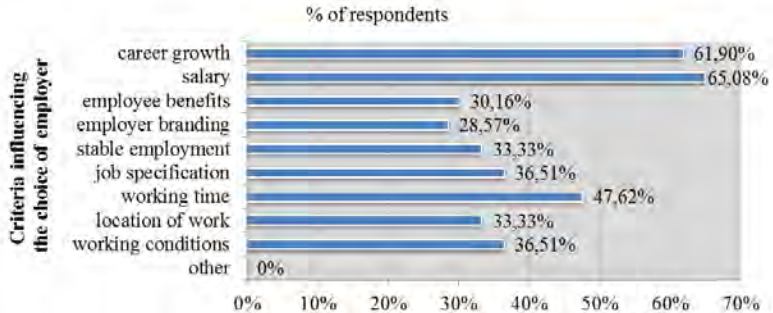


Chart 3: The most important decision-making criteria of candidates in connection with looking for a job

Source: Own processing

The last aim of our research was to find out which factor an employee considers as the most important in connection with the working post he currently has. The processing of the research results shows that the 66.67% of respondents consider the career growth as the most important factor. After that follows salary (61.90% of respondents) and job specification (44.44% of respondents). Nowadays career growth is more important for employees than salary.

4 Design of the HR marketing tools for the company Finportal

Marketing needs environment for its successful realization.⁵ Marketing on the internet, often called as e-marketing represents the use of internet services for implementation and support of marketing activities of businesses. This type of marketing is considered as a very effective tool in the use of mass expansion of internet technologies towards the commercial applications.⁶ On the basis of the results of currently used HR marketing tools analysis and from the specification of the candidates' decision-making criteria influencing the choice of a future employer, we have designed other e- marketing tools that have been created by means of the MS Publisher program.⁷

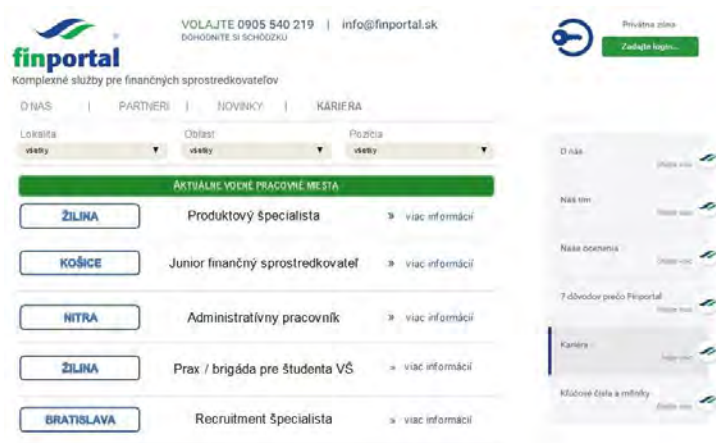
⁵ MADLEŇÁK, R. et al.: *Analysis of Website Traffic Dependence on Use of Selected Internet Marketing Tools*. [online]. [2016-09-19]. Available at: <http://ac.els-cdn.com/S221256711500355X/1-s2.0-S221256711500355X-main.pdf?tid=26326efe-8afe-11e6-ba8f-00000aab0f01&acdnat=1475673664_7453d904c23a88ff5cb827f770bd037>.

⁶ ROSTÁŠOVÁ, M., DUDOVÁ, I.: Creative industries in Slovakia in the environment of the digital world. In MAGÁL, S., PETRANOVÁ, D. (eds.): *Marketing Identity – Digital Life: Conference proceedings from international scientific conference*. Trnava : FMK UCM in Trnava, 2015, p. 257-270. [online]. [2016-09-19]. Available at: <http://fmk.sk/download/konferencie/Marketing%20Identity/marketing-identity_digital-life_conference-proceedings-pt1.pdf>.

⁷ LENKO, P.: *Human resources marketing and it's usage in selected organization of services*. [Diploma Thesis]. Žilina : University of Žilina, Faculty of Operation and Economics of Transport and Communications, Department of Communications, 2016, p. 77.

4.1 Design of the career website

One of the proposals referred to the new design of the career website of the company Finportal. It was based on an enrichment of the structure of the company website with one more separate, fast accessible and easily controllable section Career (Picture 1). Subsequently a design of a recruitment advertisement on the suggested company career website and a design of a form - reflecting the reaction to a job offer have been planned out.



Picture 1: Design of a Finportal company career website

Source: LENKO, P: *Human resources marketing and its usage in selected organization of services*. [Diploma Thesis]. Žilina : University of Žilina, Faculty of Operation and Economics of Transport and Communications, Department of Communications, 2016, p. 78.

4.2 Campus recruiting

With the aim to recruit new employees and complement their team, the company Finportal could use the recruitment at secondary schools or universities by means of the advertisement of the praxis offers, or more precisely, of the offers for graduates with specialization connected with the work performance in the financial sector field. In accordance with that, we have designed two leaflets of the tool - campus recruiting with a praxis offer of the position Junior financial intermediary in the company Finportal for the students and another one for the graduates (Picture 2).



Picture 2: Design of a campus recruiting leaflet for university graduates

Source: LENKO, P: *Human resources marketing and its usage in selected organization of services.* [Diploma Thesis]. Žilina : University of Žilina, Faculty of Operation and Economics of Transport and Communications, Department of Communications, 2016, p. 84.

4.3 Advertisement on a social network

There is no doubt that social networks are the latest hit, which is still gaining its popularity. Many companies provide the users – their supporters, information about the products, services or events via their profiles created on the social networks. For this purpose the company Finportal has also created its own account on Facebook, which is the most used social network in Slovakia. Using advertising campaigns for different purposes represents one of its parts. The system offers relatively easy and comfortable way of monitoring the campaigns' budget and a possibility of their operative adjustment. Furthermore it provides the possibility of direct aiming at displaying an advertisement to a particular target group according to the geographical or demographical data. Last but not least important it provides the statistics for continuous evaluation of efficiency and effectiveness of the campaigns. Our last suggestion was based on a proposal of a sponsored contribution where a job advertisement represented its subject. It was specifically focused on advertising a praxis offer in the company Finportal for university students (Picture 3). A part of this proposal was an adjustment of the Facebook advertisement campaign audience, and setting of both of the budget (the costs of an advertisement campaign) and the duration of this campaign.



Picture 3: Design of a job offer advertisement from the Finportal company in Žilina on the Facebook

Source: LENKO, P: *Human resources marketing and it's usage in selected organization of services.* [Diploma Thesis]. Žilina : University of Žilina, Faculty of Operation and Economics of Transport and Communications, Department of Communications, 2016, p. 87.

Conclusion

Companies are getting more and more aware of the importance of human resources in a company. Employees – the human resources of an organization – activate other resources, determine their usage; decide about prosperity and competitiveness and therefore they are the core and the most important field of management. The vision of each company is to have the highest-quality specialists in a team whether they work in business or non-business sector. According to the above mentioned, the HR marketing with its particular tools seem to look like the most appropriate way and tool, by means of which a company purposefully search and afterwards recruit and keep an appropriate labour force – its strategic human capital. Such a human capital can after some time represent a competing advantage that allows the company to be one step ahead of its rivals. An important step for the company's future is going to be a complex integration of the HR marketing, incorporation of its principles to the company politics and culture and mainly the integration of the personal and other departments that take patronage over personal activities.

Acknowledgement: This paper is an output of the research projects 4/KS/2016 "Uplatnenie personálneho controllingu ako efektívneho nástroja riadenia ľudských zdrojov vo vybranom odvetví služieb" (Application of personnel controlling as an

effective tool of human resource management in the select services sector) and VEGA 1/0515/15 „Endogenous factors of the IPR intensive Industries in the regional enterprise environment in Slovak Republic“.

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MARKETING IDENTITY: Brands we love – part I.

Conference Proceedings from International Scientific Conference „Marketing Identity 2016: Brands we love“, 8th – 9th November 2016, Congress Hall of the Slovak Academy of Science, Smolenice, Slovak Republic

Editors: assoc. prof. PhDr. Dana Petranová, PhD.
Dr. h. c. assoc. prof. Ing. Jozef Matúš, CSc.
Mgr. Dáša Mendelová, PhD.

Publisher: Faculty of Mass Media Communication
University of Ss. Cyril and Methodius in Trnava, Slovakia

Faculty of Mass Media Communication
University of Ss. Cyril and Methodius in Trnava
Nám. J. Herdu 2
917 01 Trnava
Slovak Republic
<http://fmk.sk>



Print: DMC, s. r. o., Šurany č. Nitriansky Hrádok
Edition: 130 pcs
Pages: 478 p.

© Faculty of Mass Media Communication, University of Ss. Cyril and Methodius in Trnava, Slovakia, 2016

Printed in Slovakia
Trnava, 2016

ISBN 978-80-8105-840-0
ISSN 1339-5726



IIFMK
Fakulta masmediálnej komunikácie
Faculty of Mass Media Communication



Trnava 2016
ISBN 978-80-8105-840-0
ISSN 1339-5726

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