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INTERACTION BETWEEN COGNITIVE PROCESS AND SOCIAL DYNAMICS IN SHAPING INDIVIDUAL ANALYZING OF ONLINE REVIEWS. PART II.

While internal factors like review and reviewer characteristics have been extensively studied, the influence of external, particularly social factors, on online review processing remains relatively unexplored. This research bridges this gap by investigating how social pressures: social conformity, social validation, affects how individuals analyze online reviews. By combining the Elaboration Likelihood Model (ELM) and the Social Influence Theory (SIT), we propose a comprehensive framework to examine two key dimensions: Online review processing and the influence of social factors on this process. We conduct a study among skincare product consumers, revealing that social conformity, significantly influence reliance on peripheral cues (ratings, source credibility), however social validation does not exhibit a significant effect. Furthermore, by introducing expertise as a moderator, we observe that the direct impact of social factors becomes attenuated. This suggests that individuals with strong subject knowledge are less susceptible to the persuasive power of social cues when evaluating online review.

4 Respondent's profile

Age	**Less than 20 years**	185	35%
	20-30 years	255	48.2%
	30-40 years	60	11.3%
	Over 40 years	29	5.5%
Gender	**Male**	48	9%
	Female	481	91%
Incomes	**≤200€**	45	8.5%
	200€-400€	197	37.3%
	400€-600€	195	36.9%
	≥600€	92	17.4%
Education	**Without degree**	58	11%
	High school	78	15%
	Bachelor's degree	201	38%
	Master's degree	169	32%
	Doctorate	23	4%

Occupation	**Unemployed**	11	2.1%
	Student	240	45.5%
	Employed	260	49.2%
	Business owner/entrepreneur	18	3.4%

TABLE 2: SAMPLE DESCRIPTION
SOURCE: AUTHORS

There is a noticeable difference in the gender representation in our sample 91% female vs 9% male. As an example from previous studies interested to skincare products in witch this imbalance is also present we can mention: Hsu et al. 2017 (100% female), Alamar et al. 2023 (100 female), Lee et al. 2019 (74.7 female and 25.3 male). We can justify our sample imbalance by a high concentration of female users in this group, estimated to be around 86% of the total (pending confirmation of the authenticity of all accounts). For that, we can say that this gender imbalance is significant and raises questions about the representativeness of the data.

Before evaluating a structural model, it is essential to establish the convergent validity and factor loading of the measurement instrument used to collect the data. By examining convergent validity and factor loading, we can gain confidence in the reliability of our measurement instrument.

Variable	Standard deviation	Cronbach's alpha	AVE	Composite reliability
Argument quality (Arg.Q)	0.8	0.87	0.72	0.89
Accuracy (Acc)	0.9	0.84	0.68	0.87
Valence(Val)	1.0	0.76	0.61	0.82
Rating (Rat)	0.8	0.88	0.74	0.91
Expertise (Exp)	0.9	0.86	0.73	0.90
Source credibility (S.Cre)	0.8	0.80	0.74	0.82
Consistency (Consi)	0.6	0.83	0.70	0.89
Social conformity (S.conf)	0.8	0.75	0.60	0.81
Social validation (S.Val)	0.7	0.78	0.63	0.84

TABLE 3: CONVERGENT VALIDITY AND RELIABILITY TEST
SOURCE: AUTHORS

The constructs in the model demonstrate strong reliability and convergent validity, as evidenced by high Cronbach's alpha coefficients, satisfactory AVE values, and acceptable Composite Reliability values. These findings suggest that the items within each construct effectively measure the intended underlying constructs and exhibit consistency and reliability.

These findings can be confirmed by examining table 4, which shows that almost all variable's loadings are above 0.7. Factor loadings above 0.70 are generally considered acceptable, indicating a strong relationship between the observed variables and their underlying constructs as a result, we can confirm previous results of convergent validity of our construct.

Variable	No. of items	Factor loadings
Argument quality (Arg.Q)	4	0.78 – 0.82 – 0.85 – 0.76
Accuracy (Acc)	4	0.72 – 0.75 – 0.79 – 0.71
Valence (Val)	3	0.65 – 0.68 – 0.72
Rating (Rat)	7	0.74 – 0.77 – 0.79 – 0.80 – 0.81 – 0.78 – 0.75
Expertise (Exp)	10	0.80 – 0.83 – 0.86 – 0.78 – 0.81 – 0.62 – 0.71 – 0.71 – 0.72 – 0.74
Source credibility (S.Cre)	6	0.72 – 0.76 – 0.78 – 0.74 – 0.72 – 0.81
Consistency (Consi)	6	0.72 – 0.75 – 0.78 – 0.70 – 0.68 – 0.70
Social conformity (S.conf)	8	0.68 – 0.71 – 0.75 – 0.65 – 0.74 – 0.74 – 0.62 – 0.72
Social validation (S.Val)	6	0.70 – 0.73 – 0.76 – 0.68 – 0.71 – 0.71

TABLE 4: FACTOR LOADINGS

SOURCE: AUTHORS

5 Findings ——— Our first findings from table 5 provide support for Hypothesis H01, indicating that elevated levels of social conformity tendency significantly influence individuals' adoption of the peripheral route during online review processing. This conclusion is substantiated by the statistically significant relationships observed between social conformity and various indicators of the peripheral route. Specifically, higher social conformity was associated with decreased emphasis on argument quality (β=-0.31, $p<0.05$), accuracy (β=-0.23, $p<0.05$), and valence (β=-0.28, $p<0.05$). Interestingly, a positive association was observed with rating (β=0.57, $p<0.05$), source credibility (β=0.38, $p<0.05$), and consistency (β=0.31, $p<0.05$), suggesting that individuals conforming to social pressure (in skincare product) might prioritize superficial cues over in-depth evaluation.

For our second independent variable, the findings do not support hypothesis H02, demonstrating that individuals with higher levels of social validation may not exhibit a propensity towards the peripheral route during online review processing. This conclusion is solidified by statistically insignificant relationships observed across various indicators of the peripheral route. Notably, social validation was negatively associated with only argument quality (β=-0.472, $p<0.05$), suggesting that individuals relying on social validation prioritize superficial cues over critical evaluation of argument structure and persuasiveness. However, insignificant positive relationships were observed with rating (β=0.190, $p>0.05$), source credibility (β=0.087, $p>0.05$), and consistency (β=0.114, $p>0.05$). Based on these findings This finding suggests that social validation might not significantly influence how individuals prioritize specific cues like ratings, source credibility, and consistency when processing online review messages. Furthermore, insignificant association was also detected between social validation and perceived accuracy (β=-0.090, $p>0.05$), valence (β=-0.234, $p>0.05$), implying that reliance on social validation may not necessarily undermine the evaluation of factual correctness, and valence of online reviews.

	Estimate	C.R.	P	Standardized regression weight	Label
Social conformity (independante variable)					
S.confo → Arg.Q	-0.31	2.12	<0.05	-0.30	Significant
S.confo → Acc	-0.23	1.78	<0.05	-0.17	Significant
S.confo → Val	-0.28	0.85	<0.05	-0.28	Significant
S.confo → Rat	0.57	1.25	<0.05	0.5	Significant
S.confo → S.Cre	0.38	2.04	<0.05	0.3	Significant
S.confo → Conso	0.31	1.65	<0.05	0.35	Significant
Social validation (independante variable)					
S.Val → Arg.Q	-0.472	2.08	<0.05	-0.478	Significant
S.Val → Acc	-0.090	1.45	>0.05	-0.016	Insignificant
S.Val → Val	-0.234	0.92	>0.05	-0.214	Insignificant
S.Val → Rat	0.190	1.90	>0.05	0.548	Insignificant
S.Val → S.Cre	0.087	2.30	>0.05	0.312	Insignificant
S.Val → Consi	0.114	1.78	>0.05	0.289	Insignificant

TABLE 5: STRUCTURAL EQUATION (STEP01)

SOURCE: AUTHORS

By introducing moderate variable (table 6), the observed decrease in coefficients underscores a significant devaluation of direct impact of social confirmation on various aspects such as argument quality, accuracy, valence, rating, source credibility, and consistency. For instance, before integration, the coefficient for argument quality (Arg.Q) stood at -0.31, however, after integrating expertise, this coefficient reduced to -0.11 with $p<0.05$. This suggests that when individuals have high expertise skincare products, their focus on argument quality is less affected by social conformity pressure compared to individuals with low expertise. This means that those with higher expertise are less swayed by social factors and are more likely to consider the quality of arguments in their online review analysis.

The integration of expertise diminishes the relation between social conformity with all peripheral route variable like rating (0.57 to 0.28), Source credibility (0.38 to 0.16) and Consistency (0.31 to 0.16), indicating that those with higher expertise are less likely to process information superficially and are more inclined to evaluate online reviews based on substantive criteria.

Variables	Coefficient	Expertise coefficient	Interaction coefficient	P-value	P-value interaction	Coefficient
Social confirmation						
Arg.Q	-0.31	-0.10	0.07	<0.05	0.002	-0.11
Acc	-0.23	-0.08	0.06	<0.05	0.001	-0.20
Val	-0.28	-0.05	0.09	<0.05	0.003	-0.32
Rat	0.57	0.15	-0.12	<0.05	0.001	0.28
S.Cre	0.38	0.12	-0.08	<0.05	0.004	0.16
Consi	0.31	0.08	-0.05	<0.00	0.007	0.16
Social validation						
Arg.Q	-0.47	0.123	-0.059	<0.05	0.024	-0.31
Acc	-0.09	0.085	-0.041	>0.05	0.049	-0.15
Val	-0.23	0.092	-0.057	>0.05	0.032	-0.21
Rat	0.19	0.135	-0.073	>0.05	0.018	0.09
S.Cre	0.08	0.119	-0.062	>0.05	0.028	0.081
Consi	0.11	0.101	-0.049	>0.05	0.037	0.101

TABLE 6: STRUCTURAL EQUATION RESULTS (STEP 02): INCLUDING MODERATED EFFECT OF EXPERTISE
SOURCE: AUTHORS

Despite introducing expertise as a moderator, our findings revealed that social validation still do not exert a statistically significant influence on the use of peripheral cues like ratings, source credibility, and consistency (p>0.05). This suggests that even when individuals possess expertise in this domain, their reliance on these readily available cues might not be primarily driven by a desire for social approval. These findings support partially the hypothesis „H5" that expertise moderates the effect of social variables on online review processing, leading to an attenuation of reliance on the peripheral route.

6 Discussion of results, limits and conclusion ——— Building upon previous research on online review, this study delves into a relatively unexplored area of online review, examining the influence of social, and personal factors on consumer review processing. Our choice of combining the ELM and SIT models was relevant and made a significant contribution to research on online review analysis. Based on Varma's et al. (2023a) and Varma et al. (2023b) limits, we conducted this study to demonstrate that individuals in skincare product market, are open (SIT) to the persuasive power of social cues when analyzing related online review (ELM). In other words, our objective, was to examine how social pressure influences users' route choice in online review analysis, postulating that social conformity, social validation, can lead individuals to sway their own deep evaluation, and rely to the peripheral route variables.

The findings support partially the hypotheses, and provide valuable insights into how these variables affect information processing in this context (skincare product), demonstrating that social conformity (Zhu et al. 2009) can lead individuals to prioritize readily available cues over critical analysis of online review. Individuals with a higher tendency towards social conformity demonstrate a significant shift

towards the peripheral route when processing online reviews in the skincare sector. This is evidenced by the negative associations between social conformity and emphasis on argument quality, accuracy, and valence, suggesting that conforming individuals prioritize less critical evaluation.

However, the introduction of expertise as a moderating variable reveals a crucial nuance. The observed decrease in the strength of the relationships between social conformity and all peripheral route indicators (argument quality, accuracy, etc.) suggests that expertise mitigates the influence of social pressure. For further research, we can investigate if the moderating effect of expertise is specific to the product category (skincare in this case). Replication across different product domains (e.g., electronics, finance) can reveal if expertise in a particular field consistently weakens the influence of social conformity on review processing.

We can notably notice the lack of association between social validation and peripheral cue reliance, even when expertise is considered. Social validation failed (according to our findings) to exert a statistically significant influence on how individuals utilized peripheral cues like ratings, source credibility, and consistency when evaluating online review, this means, that people's reliance on these readily available cues might not be primarily driven by a desire for social approval. Social validation might influence online review processing in ways not captured by these specific measures. The desire for social approval might for example vary depending on the social circle or online community like peers (Sukumaran, Vezich, McHugh and Nass 2011; Eastman et al. 2022). Future studies could explore if validation from specific groups (e.g., close friends, family) has a stronger influence on peripheral route reliance compared to validation from broader online communities. We suggest to employ qualitative methods (interviews, focus groups) to go deeper and explore the motivations behind social validation and its role in influencing online review processing. We suggest also to conduct studies across different online communities or social media platforms to investigate if the impact of social validation varies depending on the social context.

This intriguing result about central route variables, confirm that the persuasive power of well-constructed arguments, regardless of their emotional tone or factual accuracy, holds the key to influencing online review credibility perception, while valence exerts the least influence (Varma et al. 2023a)

Despite its valuable insights, this study acknowledges limits that warrant further exploration. The reliance on self-reported data introduces potential bias and social desirability effects, where participants might misrepresent their true motivations or behavior. Social desirability bias effects are complex and have the potential to attenuate, inflate, or moderate variable relationships depending on the measures being used and the model under consideration (Fisher and Katz 2000). In our case, participants might over report their reliance on central route processing (careful evaluation) to appear more thoughtful and less susceptible to social pressure. On the contrary, they might underreport their use of peripheral cues to avoid appearing easily swayed by others' opinions. In other word, this social desirability bias could downplay the true impact of social pressure.

Another limit of this study lies in its focus on the skin care sector. While valuable insights may be gleaned here, the findings might not be generalizable to other product categories. Consumers' decision-making processes and susceptibility to so-

cial pressure may vary depending on the product type and its perceived importance. Exploring this limit in future studies could involve comparative analyses across diverse product categories. This can involve developing sector-specific questionnaires or adapting existing methods to capture the nuances of decision-making in different product domains. This would broaden the understanding of generalizability and identify potential variations in social influence depending on the product type and its perceived importance.

In further research, we propose to examine the influence of cultural Context. Social influence can manifest differently across cultures (Abbasi et al. 2011), so future research could explore how cultural contexts influence the way individuals weigh social influence during online review analysis. This would involve recruiting participants from diverse backgrounds and potentially adapting research instruments to capture cultural nuances in information processing. This study did not also delve into potential demographic variations in susceptibility to social pressure. Future investigations could explore the influence of factors like age, gender, on how individuals respond to social pressure in their online reviews analyzing process.

Additionally, as it was mentioned in the methodology section, the use of a convenience sampling method restricts the generalizability of the results to the entire population. This method relies on readily available participants, potentially leading to a sample that does not accurately reflect the demographics or social media usage patterns of the target audience within the skin care sector. For that, employ probability sampling methods (e.g., stratified sampling) to obtain a more representative sample of the target audience within the skin care sector, may be an appropriate perspective of research

Furthermore, the study primarily analyzed static factors, excluding the dynamic nature of online interactions and potential long-term effects of social influence on online review processing. Future research could address these limitations by incorporating objective measures, diversifying the sample (more equilibrate) , and exploring longitudinal designs to provide a more comprehensive understanding of the complex interplay between social influence, expertise, and online review processing.

END OF PART II.

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Résumé ——— ***Interakcia medzi kognitívnym procesom a sociálnou dynamikou pri formovaní individuálnej analýzy online recenzií. Časť II.***

Zatiaľ čo interné faktory, ako sú recenzie a charakteristiky recenzentov, boli podrobne preskúmané, vplyv externých, najmä sociálnych faktorov na spracovanie online recenzií zostáva pomerne málo známy. Tento výskum preklenuje túto medzeru tým, že skúma, ako sociálne tlaky: sociálna konformita, sociálna validácia, ovplyvňujú spôsob, akým jednotlivci analyzujú online recenzie. Kombi-

náciou modelu pravdepodobnosti vypracovania (ELM) a teórie sociálneho vplyvu (SIT) navrhujeme komplexný rámec na skúmanie dvoch kľúčových dimenzií: Spracovanie online recenzií a vplyv sociálnych faktorov na tento proces. Uskutočnili sme štúdiu medzi spotrebiteľmi výrobkov starostlivosti o pleť, pričom sme odhalili, že sociálna konformita, významne ovplyvňuje spoliehanie sa na periférne podnety (hodnotenia, dôveryhodnosť zdroja), avšak sociálna validácia nevykazuje významný vplyv. Okrem toho zapojením expertízy moderátora pozorujeme, že priamy vplyv sociálnych faktorov sa oslabuje. To naznačuje, že jednotlivci so silnými znalosťami daného predmetu sú pri hodnotení online recenzií menej náchylní na presvedčovaciu silu sociálnych podnetov.

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THE WEBSITE THROUGH GEN Z'S EYES: KEY INSIGHTS AND IMPORTANT ELEMENTS FOR EFFECTIVE ONLINE PR PROMOTION OF UNIVERSITIES

The article builds on the theoretical foundations of online PR and marketing communication, focusing on the changing approaches and expectations of Generation Z, which is increasingly digitally savvy and influences trends in online marketing. We analyse how the digital competencies and preferences of Generation Z university students affect their perception of online PR elements of university websites such as clarity, trendy design, visual aspect, informativeness, and functionality of websites. The results of this research provide valuable insights for marketers and PR specialists striving to better understand how to communicate with Generation Z and how to effectively use online PR strategies for better engagement and building stronger relationships with this key demographic group.

1 Introduction ——— In the digital age, the significance of Public relations (PR) for companies is increasingly emphasized. Public relations, defined as a strategic communication process that builds mutually beneficial relationships between organizations and their public, is crucial for shaping public perception and brand reputation (Petrovici 2014; Hayes, Robertson and Preston 2023). The use of online platforms, social media, and other digital channels allows companies to communicate more effectively with target groups (Bernhard and Russmann 2023), including Generation Z, which represents an increasing share of the market and public. Generation Z is characterized as digitally savvy (Issa and Isaias 2016), with a deep understanding and mastery of technology from an early age (Sharma, Kaushal and Joshi 2023; Priporas, Hussain, Khaneja and Rahman 2024). This generation expects fast, authentic, and visually appealing communication. Their digital competencies include the ability to filter a large amount of information online (Blocksidge and Primeau 2023), a preference for visual and interactive content, and a tendency for online interaction and engagement, with an emphasis on sustainability (Lock 2023; Pradeep and Pradeep 2023). These specifics make online PR a key tool for engaging and retaining the attention of Generation Z, who prefer brands that reflect their values, credibility (Guo and Luo 2023), and offer a personalized approach (Wang, Yuan, Luo, Liu and Yannopoulou 2023). Effective PR strategies must reflect these changes and use digital tools and platforms to build stronger relationships with this target group. This includes not only presence on social networks but also the use of influencer marketing (Barta,

Belanche, Fernández and Flavián 2023; Ooi, Lee, Hew, Leong, Tan and Lim 2023; Venciute, Mackeviciene, Kuslys and Correia 2023), creating engaging and visually attractive content, and utilizing data analysis to better understand the preferences and behavior of Generation Z.

This article, therefore, addresses the examination of how Generation Z interacts with online PR elements, especially in the context of websites, and how companies can use these interactions to strengthen their online presence and reputation. We analyse which aspects of websites are most important to Generation Z and how companies can use this knowledge to create more effective and resonant PR strategies.

2 Literature review ——— Generation Z is the second youngest generation after Generation Alpha, whose members are only now reaching productive age. For this reason, it is still a generation that is relatively unexplored. However, based on the information we have, this generation could be described as the social media generation (Berg 2020). This is largely because members of this generation have never known a world where they couldn't instantly connect with anyone, regardless of physical distance (Schwieger and Ladwig 2018; Berg 2020; Tahal 2017). This trend can also be observed in consumer behavior, where this generation tends to prefer online shopping over physical stores (Ernst and Young 2016; Merriman and Valerio 2016). This generation is strongly connected to mobile phones, the internet is their life and they are considered to be skilled online consumers. They are known for their short attention spans and desire for things with minimal effort (Klačanská and Kohnova 2018. Another important characteristic that differentiates this generation from previous ones is that, as a result of globalization, its members are very similar to each other due to the similarity of the media and culture they consume (Berg 2020; Francis and Hoefel 2018). However, Generation Z also differs from previous generations in that its members are more entrepreneurial (Schwabel 2014; Merriman and Valerio 2016; Ernst and Young 2016), self-reliant, and more in search of self-education and self-development (Merriman and Valerio 2016; Gomez et al. 2019). The fact that members of Generation Z value their individuality also drives their values and life priorities. Only a small percentage of members compared to previous generations stated that money motivates them to greater achievements (Schwabel 2014; Bencsik et al. 2016). This generation rather prefers job security, autonomy, good relationships with colleagues, and the opportunity for future development (Meretová et al. 2018; Tanner 2019). In summary, Generation Z is influenced by a large number of very radical changes, as a result of the advent of the internet, the spread of mobile phones, the terrorist attacks of September 11 in New York, or the beginning of the war in Iraq (Schwieger and Ladwig 2018; Ernst & Young LLP 2015; Tanner 2019). Generation Z is at the forefront of exploring interpersonal differences, particularly in terms of their buying behaviour and social media trends. More research is still needed to offer a more detailed view of this generation (Klačanská and Kohnova 2018). As members of this young generation are currently coming of age, research is continually being conducted to help clarify how these events will manifest (Tanner 2019; Villa et al. 2018). More than 3 billion people worldwide now regularly use online services to search for products, entertainment, friends, and love, consumer behavior and the way companies sell their products to customers and businesses have dramatically changed (Chaffey 2019). Understanding the importance of digital marketing for the future of marketing in general helps

to think about what public interactions we need to understand and manage. Digital marketing today involves much more public interaction than just websites. It includes the use of the following „D's of Digital Marketing Management," where we need to evaluate how customers receive them and how our company can manage them to support marketing goals (Chaffey 2019). People nowadays communicate with companies using a variety of combinations of smartphones, tablets, laptops, desktops, virtual assistants, and more. This definition is known to Generation Z. We live in an era of social media and digital environment where people actively share all content on social networks, prefer videos to reading, document their lives with photos, and prefer communication using pictures over words or text (Godin 2020). For the younger generation, people on the internet are their idols (Berg 2020). In the context of visual content, emphasis should also be placed on semiotics. This represents a key analytical tool that deals with the study of signs, symbols, and their semantic connotations in order to effectively communicate with the target audience. This discipline focuses on decoding what meanings are attributed to various elements of marketing communication, including visual elements, text, colours, and sounds, in order to shape consumer perception and decision-making (Růžičková 2013; Şerban 2014). In marketing strategy, every element of visual, textual, or auditory character can be interpreted as a semiotic tool with unique semantic functions (Tesařová 2019; Lipár 2010) For example, a brand logo is not just a graphic sign, but a carrier of brand identity elements, emphasizing its values and character. Colours, with their psychological meaning inevitably linked to emotional impact, and the choice of typography or language style also represent key semiotic factors influencing the overall impression and interpretation of the brand (Faizan 2019, Oswald 2015). Semiotics in marketing does not only include the aesthetic aspects of creating visual content; it is a strategic approach to communication that has the ability to strengthen brand identity, differentiate products from the competition, and create an emotional connection with consumers (Lawes 2023; Wiggins 2022). In the global context of a globalized market, semiotics in marketing gains even greater relevance. With the inclusion of diverse cultures, languages, and social norms, successful semiotic analysis requires careful translations and adaptations of marketing messages to ensure their relevance and sensitivity within local contexts, while still maintaining a consistent brand identity across different markets (Soeharso 2022; Tesařová 2019).

3 Methodology ——— The primary goal of the article is to explore Generation Z university students' relationship with elements of online public relations (PR), focusing on the significance of university websites as a fundamental tool for online PR. Among the secondary objectives are compiling a basic overview regarding the characteristics of Generation Z and their view on online promotion, identifying key website elements deemed most important by Generation Z university students from an online PR perspective, comparing preferences between Czech and foreign students of Generation Z regarding these elements, and analysing the impact of nationality on the preferences of foreign students within Generation Z.

To achieve this goal, research was conducted using a quantitative questionnaire survey, distributed and evaluated online. This method was chosen for its effectiveness in collecting data from a large number of respondents and the ability to quantify preferences and attitudes. The questionnaire included questions with Li-

kert scales, allowing respondents to express the degree of importance of various website elements. The following research questions were established:

| 1. Which website elements are most important to Generation Z university students from an online PR perspective?
| 2. Are there significant differences in preferences of website elements between Czech and foreign students of Generation Z?
| 3. How does nationality influence the preferences of website elements of Generation Z's foreign students in the context of online PR?

The sample size for this research was carefully set at a total of 320 respondents, evenly divided between 160 Czech and 160 foreign university students. This sample size was chosen to obtain relevant data for analysing Generation Z's preferences within online PR, ensuring an equal ratio between Czech and foreign respondents. This divided sample allowed not only for comparison of preferences between the two groups but also provided sufficient data variability for identifying potential differences based on the nationality of foreign students. Respondents were selected based on their affiliation with Generation Z, which was the only necessary criterion for inclusion in the research.

The sample was constructed to ensure an equal ratio between Czech and foreign university students, thus ensuring data representativeness towards the target group. This approach enabled a comparative analysis between various subgroups of Generation Z. The choice of an online questionnaire survey reflected the digital competencies of Generation Z, ensuring a high response rate and easy distribution among the target group. Likert scales were used for their ability to measure attitude intensity, ideal for evaluating the preference and importance of various website elements. The selection of Generation Z respondents ensured the relevance and timeliness of the data obtained for the studied topic.

University students were chosen as representatives of Generation Z in this study due to their unique positioning at the intersection of youth culture and higher education. This demographic segment is particularly relevant for examining online PR preferences for several reasons. Firstly, university students are at a stage in their lives where they are both consumers and future professionals, offering insights into both current and emerging trends in digital engagement. Secondly, their academic environment encourages critical thinking and exposure to diverse viewpoints, which may influence their perceptions and preferences regarding online content and presentation. This age group also represents early adopters of technology and digital platforms, making them a pivotal group for understanding the effectiveness of online PR strategies aimed at younger audiences.

In the case of our research on the impact of Generation Z's preferences on online PR elements on university websites, it is important to emphasize that the selection of a sample of 320 respondents, including an equal part of Czech and foreign students, provides a solid basis for analysis. However, it has its limitations in representativeness and generalization of findings to the broader population of Generation Z. Further research could expand the geographical diversity and include both quantitative and qualitative methods for a deeper understanding of cultural and individual differences in the perception of online PR elements.

4 Key elements preferred by generation Z on university's websites ——— For a comprehensive evaluation of the research results, we will focus on comparing the importance of different website elements – clarity, trends, visual aspect, informativeness and functionality – based on average ratings from respondents in different countries. To this, we will add an analysis of the preferred method of accessing university websites to gain a comprehensive view of how Generation Z perceives and evaluates the online presence of universities. For comparison, we calculate an overall average for each element across the dataset to determine which aspects of the website are most important to Generation Z in general. The countries were divided into groups based on how highly they rate the element – for example, the average rating of the overall rating of all countries for a given element is used as a threshold to determine which countries find the element „important" (above the world's average rating) and which find it „less important" (below or equal to the world's average rating).

To keep the element rating in order, first results were calculated for the element of „Clarity" of the websites that universities have. The average rating for all countries, based on the data collected from the survey, is 4.189. Based in this calculation, it is possible to identify the countries, where the element of clarity isn't so high valued. Specifically, respondents from Austria (3.636), France (4.0), Germany (3.0) and Ukraine (4.0), with their average evaluation being lower than the world average rating, can be expected to view whether the University's website is „clear" or not as less critical, then respondents from Argentina (5), Czech Republic (4.432), Italy (4.5), Netherlands (4.5), Poland (5.0), Romania (5.0), Russia (4.5) and Slovakia (5.0). These average ratings indicate that most countries consider website clarity to be very important, with ratings of 4.2 or higher. The lowest rating is for Germany (3.0), indicating that website clarity is perceived as less critical in this country compared to the other countries surveyed. Conversely, countries such as Argentina, Poland, Romania and Slovakia have an average rating of 5.0, indicating a high priority for website clarity among respondents from these countries.

The same method is used with the next element of the website, focusing on „Trends" (modern design). After finishing the analysis and calculating the average rating for every country, the average rating for all countries has been set at 3.403. Based on the survey, „Trends" were deemed important by participants in the Czech Republic (3.716), France (4.0), Italy (3.5) and Netherlands (4.0) and Poland (4.0) respectively. As less important is the „Modern Design" viewed in Argentina (2.5), Austria (2.987), Germany (2.0), Romania (3.0), Russia (3.0), Slovakia (3.333) and Ukraine (2.0). Aside from the different preferences in each group participating in the survey, it is also possible to recognize the overall importance of mentioned elements. From collected data it is clear that Clarity has generally higher value for visitors than the web page being „Trendy", however, this will be elaborated in more detail later in the article.

Next element analysed is „Visual aspect". As before, the average rating for each country was calculated, and the average rating for all countries was determined to be 3.708. Countries for which Visual Aspect is important are the Czech Republic (3.914), France (4.0), Germany (4.0), Italy (4.0), Poland (5.0), Romania (5.0) and Russia (5.0). Countries for which the Visual aspect is less important are Argentina (3.5), Austria (3.3), the Netherlands (3.5), Slovakia (3.333), and Ukraine (3.444). These results show that the visual aspect is considered very important in the Czech Republic, France,

Germany, Italy, Poland, Romania and Russia, where the average rating exceeds the world's average rating. On the contrary, in the other countries studied this element has a lower priority. This highlights the differences in aesthetic preferences and priorities between different cultures.

The average rating for all countries for the element „Informativeness" was determined to be 4.172. The high average rating indicates, that functionality is already considered to be very important aspect of good university website, and this is proven by the fact that only participants from Austria (3.804), France (4.0), and Italy (4.0) don't hold functionality in such a high regard, compared to participants from Argentina (4.5), the Czech Republic (4.321), Germany (5.0), Netherlands (5.0), Poland (5.0), Romania (5.0) Russia (5.0), Slovakia (4.333) and Ukraine (5.0), who mostly view informativeness of a university web page as something very crucial.

The last step in this part of analysis will focus on the „Functionality" element. Using the same processes as before, the average rating for all countries was calculated to be 4.16. Only respondents from Austria (3.76) and France (4.0) rated˙importance of functionality below the average, while students from Argentina (4.5), the Czech Republic (4.296), Germany (5.0), Italy (4.5), Netherlands (4.5), Poland (5.0), Romania (5.0), Russia (5.0), Slovakia (4.667) and Ukraine (5.0) see it as very important element of PR on the internet.

In conclusion, it is also possible to estimate, using this method, which element is generally the most important when visiting communication channels of universities. By observing the global averages of all the elements, it was found that clarity, with total average rating of 4.18, is the most important aspect for large group of Gen Z members, followed by Informativeness (4.172) and Functionality (4.160) respectively.

5 Preferred method of accessing university websites ——— Analysing the preferred method of accessing university websites by country reveals interesting differences in respondents' behaviour: France, Germany, Romania, and Ukraine have a 100% preference for one access method, that method being personal computer, laptop, or other similar devices. The Netherlands and Poland show a 100% preference for an alternative method, that method being using some kind of mobile device, such as smartphones etc. Argentina, Italy, and Russia show split preferences, with an approximately equal split between the two access methods. The Czech Republic has a higher propensity to use a computer or laptop (61.04%) compared to a mobile device. Contrary to preferences in the Czech Republic, in Austria mobile phone usage is much more prevalent than the usage of computers, being preferred by 75.56% of respondents. In the context of this research, we evaluated which device students use to access university websites. Therefore, the results related to the preferred method of access can be specifically applied in this case. Other websites will likely have different preferences.

6 Trends and comments ——— Clarity and Informativeness are the most highly valued aspects, with overall averages of 4.19 and 4.17 and medians of 5.0. This suggests that it is essential for Generation Z that websites provide clear and easily accessible information. Functionality also holds a high priority, with an overall average of 4.16 and a median of 5.0. User-friendliness and ease of navigation on the website are key for respondents. The visual aspect has a lower overall mean of 3.72 with a median of 4.0, showing that although aesthetics are important, they are not considered as crit-

ical as clarity, informativeness and functionality. Trends (modern design) are rated as the least important with an overall mean of 3.4 and a median of 3.0. This suggests that although Generation Z values modern design, it is not as high a priority for them as the other elements listed. One of the questions, that this research tried to answer, was whether there is a major difference between preferences of various website elements between Czech and foreign members of generation Z. After thorough analysis of the collected data, it was discovered that there are slight differences, however not any major deviations. For example, while Czech responders preferred the element clarity the most, responders abroad prefer the element of informativeness. However, for both groups, these elements are in the top three positions, and rest of the preferences are almost identical.

7 Conclusion ——— In conducting a comprehensive evaluation of Generation Z's preferences regarding university websites, an analysis was focused on identifying the key elements deemed most significant from an online public relations perspective. This study involved comparing the importance of various website aspects – clarity, trendiness, visual appeal, informativeness, and functionality – based on average ratings provided by respondents from different countries. Additionally, an analysis of the preferred method of accessing university websites was incorporated to provide a holistic view of how Generation Z perceives and evaluates the online presence. Findings revealed that clarity, informativeness, and functionality are the elements considered most important by Generation Z students on university websites. This outcome reflects Generation Z's practical approach, prioritizing efficient communication and easy navigation over aesthetic aspects and trendy designs. While visualization and modern design remain important, they are regarded as secondary compared to the aforementioned factors. Overall, clarity, informativeness and functionality are seen as key elements across the countries surveyed, suggesting that websites should be designed with these aspects in mind to maximise engagement and meet the needs of Generation Z. This trend reflects Generation Z's practical approach to digital content, where they prioritize efficiency and ease of navigation on websites. Also, there have been found slight deviations in preferences of elements between Czech and foreign responders. Specifically, Czech responders prefer clarity, while people abroad rather prefer informativeness and functionality. Trendy design and visual aspects are also important, but their priority varies by country, suggesting the need to localise and tailor the online presence to the target audience.

Examples of these other cultural differences observed are for example the fact, that while Germany and Ukraine are very information and functionality oriented, the modern design isn't demanded almost at all, while in contrast with this finding, Netherlands and France gave responses very keen on modern look of the website.

Also, the preferred method of accessing university websites revealed interesting behavioral differences among respondents, with some countries showing a strong preference for a specific type of device. This result emphasizes the importance of optimizing websites for various platforms and devices to accommodate the varied access preferences of Generation Z. In concluding our exploration of Generation Z's preferences within online PR and university websites, it is crucial to acknowledge the mutual relationship between website content and engagement on social media. Generation Z, being digitally proficient, does not only utilize traditional websites but also actively engages across a broad spectrum of social media and digital platforms that shape their communication preferences and expectations. This interconnection offers unique opportunities for developing effective online PR strategies that reflect and leverage Generation Z's dynamic digital behavior. Recognizing this relationship and integrating social media into the overall online PR strategy can significantly contribute to better engagement and the building of stronger relationships with this key demographic group, thereby enhancing the relevance and impact of our online PR initiatives. This topic should therefore be expanded in this direction in the future.

Overall, the research provides valuable insights especially for universities and educational institutions on how to better communicate and present themselves online to engage Generation Z. The findings underscore the importance of adapting website content and functionality to reflect the preferences and expectations of this key demographic group.

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Résumé ——— ***Webové stránky očima generace Z: Klíčové poznatky a důležité prvky pro efektivní online PR propagaci univerzit***
Článek vychází z teoretických základů online PR a marketingové komunikace a zaměřuje se na měnící se přístupy a očekávání generace Z, která je stále více digitálně zdatná a ovlivňuje trendy v online marketingu. Analyzujeme, jak digitální kompetence a preference vysokoškolských studentů generace Z ovlivňují jejich vnímání prvků online PR univerzitních webových stránek, jako je přehlednost, UI, vizuální stránka, informativnost a funkčnost webových stránek. Výsledky tohoto výzkumu poskytují cenné poznatky pro marketéry a PR specialisty, kteří se snaží lépe porozumět tomu, jak komunikovat s Generací Z a jak efektivně využívat online PR strategie pro lepší zapojení a budování pevnějších vztahů s touto klíčovou demografickou skupinou.

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THE LANDSCAPE OF DIGITAL INBOUND MARKETING TOOLS ADOPTION BY ALGERIAN FIRMS

Inbound marketing is a strategy focused on attracting customers through relevant and helpful content, adding value at every stage of their buying journey. This study investigates the implementation of inbound marketing by Algerian companies. Through a quantitative analysis of 117 companies across 12 sectors, it is observed that the predominant emphasis lies on attracting visitors, marking the initial phase of the inbound approach. However, this singular focus often results in deficiencies in subsequent phases, such as conversion, finalization, and loyalty, indicating an imbalance in the marketing strategy. Thus, we advocate for a comprehensive inbound marketing approach that evenly distributes efforts across the entire customer journey, fostering long-term business growth. It entails investing in tailored tools and strategies for each stage of the buying process, coupled with continuous monitoring to optimize achieved results.

1 Introduction ——— Brian Halligan first coined inbound marketing» in 2005 (Halligan and Shah 2014). Inbound involves attracting and seducing customers. The need for such a holistic approach stems from the realization that marketing tactics that had been successful in the past were no longer producing the expected results (Halligan and Shah 2014). The pioneers of inbound marketing concluded, „People did not want to be interrupted by marketers or harassed by salespeople. They wanted to be heard".

According to recent data from the „Digital report: We are social," at the beginning of 2023, Algeria had a population of 32.09 million Internet users, representing a penetration rate of 70.9%. In January 2023, social media users stood at 23.95 million, or 52.9% of the population. In addition, Algeria had 48.53 million active cellular connections, equivalent to 107.2% of the total population. For Algerian companies, this means an increase in connected consumers.

As the level of attraction to a product or service intensifies, the complexity of representing the offer increases (Zhou et al. 2019), mainly because the ultimate goal of companies is to maximize the number of conversions, not traffic (Shan et al. 2018). Inbound marketing aims to attract and accompany prospects until they become loyal customers. To establish a lasting relationship with consumers, brands need to guide them through several stages, starting from an unknown to become a visitor, then eventually a prospect, a customer, or even an ambassador (Truphème 2016).

Encouraging the conversion process is imperative. This means weaving a relationship between inbound marketing and the conversion process. Inbound marketing enables us to create a fluid path from attraction to loyalty by strengthening links with web users. This evaluation makes it possible to optimize the actions undertaken according to the results obtained (Laethem and Durand-Mégret 2019). Conversion is essential for establishing a direct relationship with potential prospects (Sánchez-Teba et al. 2020).

This research aims to determine the degree of involvement of Algerian companies in the use of inbound marketing. To this end, we will start with a literature review to analyze the different tools that can be used in the inbound approach and then conduct a quantitative study with a sample of companies from several sectors.

2 Theorical background ——— Inbound marketing relies on a panoply of tools that play a promising role in attracting, converting, closing, and retaining web users. Trupheme illustrated the tools specific to each stage.

2.1 Attracting visitors ——— The initial stage of inbound marketing involves attraction. Acquisition encompasses the array of strategies employed to draw visitors to a website through diverse channels such as social media platforms (LinkedIn, Facebook, Instagram, and YouTube), blogs, etc. SEO involves optimizing pages and content strategies aimed at luring potential customers to the product. While this approach may require time, it holds significant promise for long-term success (El Mokretar and Adman 2023).

Website ——— One of the critical elements of the inbound concept is the company's website, which converts prospects into leads by optimizing landing pages and registration forms in exchange for convincing contact information. Leads then become customers, and customers become long-term loyal customers (Bezhovski 2015). The purpose of a website is to convey a message, whether conceptual (a new approach to a subject) or practical (presentation of a service or product). The form in which it is presented must be clear so that the reader can understand and appropriate the message (Toucheboeuf 2017). Companies utilize websites as a platform to promote their products and services. Users are inclined to consistently engage with a website if it efficiently facilitates their tasks or goals, whether it's accessing information or utilizing services, in a manner that is swift, straightforward, and efficient (Aziz et al. 2021).

Weblog ——— A weblog or blog is a specific format for publishing text and audiovisual content on a website. Blog content varies considerably in terms of subject matter and writing style. However, all blogs have in common that individual articles are displayed by default in reverse chronological order (most recent updates at the top). They are often displayed as excerpts on the blog's main page, allowing potential readers to click through to the full article. Many blogs offer readers the opportunity to attach comments to the article, encouraging dialogue between authors and readers (Bruns 2017). Weblogs serve an important function by facilitating the extraction of information from extensive databases. Presently, research explores the utilization of data mining and machine learning techniques to discern behavior patterns of clients from weblog files, with a primary emphasis on analyzing client behavior (Chayanukro et al. 2021).

Search engine optimization ——— Search engine optimization (SEO) is a primary aspect of inbound marketing, aiming to be discovered by potential customers. It differs from traditional outbound marketing, where companies actively seek to attract new customers rather than be found by them (Zilincan 2015). Search engine optimiza-

tion, also known as SEO, is crucial for companies wishing to increase their online visibility. SEO is a complex field encompassing techniques, research, and development to stay current. It relies on semantics to target keywords and queries used by users. Communication is also a key element in producing unique and attractive textual content. Finally, marketing is essential in creating external links with partners and maintaining good relationships. The best-known search engines are Google and Baidu, and many businesses depend on these platforms to generate traffic, visits, and transactions (Duong 2019).

Social media ——— The most recurrent definition referred to in virtually all articles is that of Kaplan and Haenlein, who define social media as „a group of Internet applications based on Web 2.0 ideology and technology, and that enables the creation and exchange of user-generated content" (Kaplan and Haenlein 2010, p. 61). Among the clearly stated definitions, one that appeared at the start of the social media era in 2004 describes social media as „a variety of new online information sources that are created, launched, disseminated and used by consumers who wish to learn about products, brands, services, personalities and more" (Blackshaw 2004, p. 02). Five years later, Mangold and Faulds, (2009, p. 358) define social media as „a wide range of electronic word-of-mouth forums, including blogs, company-sponsored discussions and chats, C to C emails, product, and service rating sites, discussion sites, micro-blogs (sites containing audio, images, films or digital photographs) and social networks to name but a few." Social media has emerged as a pivotal marketing instrument, reshaping the dynamics of brand-customer communication. Brands ought to strive for expanding their customer base, concurrently enhancing their operational efficiency and industry reputation, even in the face of challenge (Handa and Bhalla 2023).

2.2 Converting visitors into leads ——— The conversion phase involves turning visitors into qualified leads. It could be achieved by proposing special offers via CTAs, landing pages, and forms in exchange for visitors' contact information.

Call-to-action (CTA) buttons ——— Call-to-actions (CTAs) are buttons or links on a company's website for lead generation. They prompt visitors to take action, such as downloading an e-book, attending a webinar, and purchasing a product or service (Halligan and Shah 2014). A call-to-action button or image aims to turn visitors into leads and is strategically placed on a website or blog; it directs traffic to a target page with a specific objective, called a landing page or landing page. The landing page will aim to gather information on qualified prospects, and the call button can then offer a free white paper in exchange for registration (Cames 2023). The call-to-action empowers visitors to select the most appropriate navigation path based on clickable options. The visitor's response to the advertisement is a critical factor influencing conversion (Erdem et al. 2017).

Landing page ——— Landing pages are vital elements of successful web advertising; they are the site's main conversion point due to the inbound traffic they generate (Miller 2015). They represent how site visitors are transformed into leads and sales. The main objective of a landing page is to maximize the conversion rate of ads in terms of clicks, views, subscriptions, and purchases (Ayhan et al. 2018). A landing page is a particular web page that appears in response to an ad; its design plays a vital role in reducing the number of visitors who leave the site without action (Schreiber and Baier 2015). It stands out with its emphasis on effective selling, particularly through meticulous site design (Tynchenko et al. 2021). Often, crafting a dedicated landing page for an offer is favored over a conversion page linked to the main site. Nevertheless, every page within the site should incorporate a conversion option.

Forms ——— Visitors who fill in a form with their contact information become a potential target. Contact forms are the ultimate way to generate leads ; to access content, the visitor must complete the form by inserting their contact details (Tillon 2016). Halligan and Shah (2014) emphasize that the form should be concise and accessible, including only the most necessary information, such as name and email address. The company needs to establish a marketing database to track contacts and their interactions and be able to plan the next steps.

2.3 Converting leads into clients ——— The third phase of the inbound marketing process is sales. This stage involves turning qualified leads into customers, establishing a relationship of trust with leads, and providing them with the information and resources they need to make an informed purchasing decision. It is essential to tailor the buying experience to the needs of each potential customer.

Marketing automation
Marketing automation involves using software to automate marketing activities such as customer selection, customer data fusion, and campaign planning. This process makes otherwise manual tasks more efficient and enables new strategies to be devised (Todor 2016). It refers to using a single platform to track leads, automate personal marketing activities, and generate comprehensive closed-loop reports on the effectiveness of all marketing activities (Sweezey 2014). Marketing automation enhances interactive or direct marketing efforts through the integration of automated processes. It goes beyond disciplines like CRM or email marketing by leveraging various data sources, even for unidentified users, to dynamically design communication in real-time across all touchpoints (e.g., website, smartphone app, email, etc.) (Heimbach et al. 2015).

Lead scoring ——— Lead scoring refers to calculating and assigning a score to a company's leads (qualified sales contacts or prospects). The score is calculated based on the lead's characteristics (sector, company size, responsibility) or behavior (contact history, type of request, website visiting behavior, etc.).the score intends to reflect the prospect's potential, degree of appetite for the product/service, or position in the buying cycle. It can be used to select targets, establish contact priorities, and personalize marketing action (Benhaddou and Leray 2017). Lead scoring is a customer relationship management (CRM) technique that assigns a numerical value (a score) to an organization's potential prospects. This process helps prioritize prospects based on their activity when interacting with the company via different channels, such as website visits or emails. Each activity is generally evaluated and assigned an importance score; prospects are then ranked according to this score, and those with the highest score are then targeted by sales staff (Nygård and Mezei 2020).

Lead nurturing ——— Lead nurturing is about turning cold prospects into warm ones ready to buy. It enables a company to maximize its revenues by exploring every possible opportunity. In practice, the company accompanies the prospect throughout their buying journey, sending them relevant messages at the right time to help them make a purchasing decision (Koski 2016). In other words, lead nurturing aims to develop and maintain lasting relationships with potential prospects by informing and engaging them through targeted messages to help them progress through the conversion tunnel and make a purchasing decision. Lead nurturing involves tailoring personalized messages to prospects based on their behavior, aiming to maintain relationships and increase revenue from potential buyers not yet ready to purchase. This strategy also enhances sales productivity by reducing the time spent on finding new customers. Social media, a key channel for nurturing, enables personalized interactions and serves as a platform for building strong relationships and providing valuable educational content. In essence, nurturing focuses on building trust and credibility rather than direct selling, positioning the brand as a resource for customer service and support throughout the buying journey (Joseph 2023).

2.4 Building customer loyalty ——— At this stage, marketing teams have an essential role in delighting customers and retaining their loyalty after purchasing a product or service. They can organize events and share targeted content. However, they must be innovative and responsive in their interactions on social networks, for example, by providing customer service on Twitter. The aim is to implement all the actions needed to convert customers into brand ambassadors (Truphème 2016).

E-mailing ——— Email is a valuable tool for companies initiating communication and sending short call-to-action messages. They often use email marketing as a standard means of attracting and maintaining traffic to the website, promoting content, discounts, and events. Email types used in marketing campaigns include newsletters for blog subscriptions, follow-up emails to website visitors who have downloaded content, welcome emails to customers, vacation promotions for loyalty program members, and email series providing advice or nurturing customer relationships (Vaibhava 2019).

Intelligent content ——— Aligning offers with each contact's buyer persona and stage of the buying cycle can enhance the user experience and ensure consistency in the message conveyed. By offering a positive experience, prospects and customers are more likely to perceive the brand positively and recommend it (Cames 2023). In order to build long-term customer loyalty, it is not only advisable to produce quality content; it is essential to avoid becoming too intrusive when sending newsletters and emails by setting up a calendar with a well-developed strategy on what content to send (Beatrice 2019).

3 Methodology ——— This study will cover all digital inbound marketing tools based on the previous literature review. To determine the degree of involvement of Algerian companies in the use of inbound marketing tools, we conducted a quantitative study using a questionnaire administered online to a sample of Algerian firms.

A questionnaire-based study seems appropriate, as it will enable us to evaluate the devices separately, as well as the efforts made to optimize each tool used, while interviewing managers could bias the results of this study.

The survey aims to help managers take better advantage of inbound marketing tools by helping them identify the most critical actions in adopting this approach and the missing tips.

The drafting of the questionnaire underwent a review process, taking into account comments and suggestions from professionals. We had the opportunity to get closer to digital marketing professionals at the „Business Exposition" organized by Emploitic on February 25 and 26, 2023, which led us to revise specific questions, mainly those linked to the degree of involvement of Algerian companies in the use of inbound marketing tools. During the show, we found that most participating companies were limited to using just a few tools, which prompted us to use a five-point Likert scale ranging from „Not at all involved" to „Extremely involved" instead of „Disagree" to „Strongly agree."

A final questionnaire was distributed online over seven months (April-October 2023), resulting in 117 complete responses. While some managers ignored our questionnaire, others refused to take part, feeling that their information could be revealed even though we pointed out the confidentiality of the data.

We will begin by sorting the questions using descriptive analysis to analyze the obtained results. Then, we will determine the degree of involvement of Algerian companies in using each tool to identify the phases of most significant interest, using a scoring method based on SPPS software. To this end, we applied the scoring method to assign scores to each tool.

The scoring method is based on the following formulas:
| Overall mean = sum of scores/Total number of tools
| Absolute deviation = Average score/overall mean
| Relative deviation (%) = (Absolute deviation/overall average) * 100

4 Results and discussion ——— To analyze the survey data, we organize the results into three distinct sections: the characteristics of the sample, the current state of inbound marketing tools use and the scoring method.

4.1 Sample characteristics ———

Company size	Frequency	Percentage
Under 10 employees	30	25.6
10 to 50 employees	45	38.5
51 to 100 employees	6	5.1
101 to 150 employees	21	17.9
Over 150 employees	15	12.8
Total	117	100

TABLE 1: SAMPLE DISTRIBUTION BY COMPANY SIZE
SOURCE: AUTHOR

The sample is predominantly made up of companies with between 10 and 50 employees. This means that small companies and even startups were the most likely to respond to our survey. The sample covers a wide range of business sectors, grouped into 12 sectors (Industrial Activity, Communication/Marketing Agency, E-commerce, Research and Consulting, Health, Online Services, Banking/Insurance/Finance, Airlines, Education/Training/Teaching, Transport and Distribution, Tourism, Technology and Telecommunications. Most respondents in the e-commerce sector (30 companies) stand out, followed by communication/marketing agencies, technology, telecommunication, and industrial activity, with respective rates of 16.24%, 12.82%, and 10.26%. This can be explained by the fact that E-commerce platforms are born on the Internet thanks to digital technology, where the use of inbound marketing remains necessary.

No. of years	Frequency	Percentage
Less than 1 year	30	25.6
1 to 2 years	27	23.1
2 to 3 years	12	10.3
3 to 4 years	15	12.8
4 to 5 years	12	10.3
More than 5 years	21	17.9

TABLE 2: SAMPLE DISTRIBUTION BY NUMBER OF YEARS USING INBOUND MARKETING
SOURCE: AUTHOR

To find out how long the companies surveyed had been using inbound marketing, we asked our respondents to specify the number of years they had been using it, and 25.6% and 23.1% said they had been using inbound marketing for less than a year, and between 1 and 2 years respectively. This finding confirms the recent inclusion of the inbound approach within Algerian companies.

Use frequency	Frequency	Percentage
Rarely	9	7.7
Sometimes	57	48.
Frequently	30	25.6
Always	21	17.9
Total	117	100

TABLE 3: SAMPLE DISTRIBUTION BY FREQUENCY OF INBOUND MARKETING USE
SOURCE: AUTHOR

Our survey findings show that most companies surveyed – precisely 48.7% – use inbound marketing sporadically. At the same time, 25.6% use it substantially, i.e., frequently. In addition, and from the results transcribed in the following table, we can see that most companies make much greater use of the inbound marketing tools specific to the first two stages of inbound marketing, namely attraction (website, blog,

SEO, and social networks) and conversion (form, call to action and landing page). On the other hand, the use of tools geared towards the closing and loyalty phases remains moderate. In a way, these findings confirm the recent integration of inbound marketing in the context of Algerian companies.

Tool	Frequency	Percentage
Website	117	100
Blog	42	35.9
Social media	114	97.44
SEO	105	89.74
Form	48	41.02
Emailing	45	38.46
Call to action	54	46.15
Landing page	54	46.15
Lead scoring	48	41.02
Lead nurturing	48	41.02
Marketing automation	24	20.51
Intelligent content	84	71.79

TABLE 4: SAMPLE DISTRIBUTION BY TYPE OF INBOUND MARKETING USED TOOL
SOURCE: AUTHOR

Type	Frequency	Percentage
White papers	9	7.69
Blog posts	42	35.9
Videos	93	79.49
Infographies	105	89.74
Podcasts	24	20.51
Webinars	9	7.69
Newsletters	24	20.51

TABLE 5: SAMPLE DISTRIBUTION BY TYPE OF CONTENTS
SOURCE: AUTHOR

89.74% and 79.49% of companies claim to use infographics and videos as content types for their inbound strategy, compared to just 7.69% who use white papers and webinars. This disparity reflects the appeal of the visual aspect to prospects. To ensure that inbound marketing is helping to improve the conversion process, we asked our respondents to determine whether they had seen an increase in their conversion rates, and the results show that 79.5% had noticed an improvement. In comparison, only 5.1% said they had not.

Indicator	Frequency	Percentage
No. of visits	117	100
Number of clicks	78	66.66
Time spent	66	56.41
Rebound rate	21	17.95
Conversion rate	23	19.66
Sales rate	84	71.79

TABLE 6: SAMPLE DISTRIBUTION BY INBOUND MARKETING EFFECTIVENESS INDICATORS USED

SOURCE: AUTHOR

At the same time, we can see from the table below that all companies monitor the number of visits to assess the effectiveness of their inbound marketing strategy. Sales rate is also a widely adopted indicator, with 71.79% using it. This shows that Algerian companies are very interested in the results that inbound marketing can deliver, even though most say that the difficulty of measuring ROI and the lack of skills are obstacles to its implementation.

Obstacle	Frequency	Percentage
Lack of resources	24	20.51
Lack of expertise	72	61.54
Time constraints	75	64.10
Difficulty measuring return on investment	93	79.49

TABLE 7: SAMPLE DISTRIBUTION BY OBSTACLE ENCOUNTERED WHEN IMPLEMENTING INBOUND MARKETING

SOURCE: AUTHOR

4.2 Current state of inbound marketing tools use ——— To assess the level of involvement of Algerian companies in the use of inbound marketing tools and to identify the stages where efforts are mainly concentrated, we will undertake a descriptive analysis of the results linked to each tool. We will then apply the scoring method. The predominant trend for attraction tools, except blogs, is decidedly upbeat. The majority of responses lean towards „Moderately involved," „Moderately involved," and „Extremely involved." Regarding social networks, it is essential to note that a positive trend also marks the elements linked to attraction (RS-1, RS-2, and RS-3). It reflects the significant interest shown by the Algerian companies surveyed in the traffic attraction phase. However, blogging is the least standard attraction tool.

FIGURE 1: ATTRACTION TOOLS CHART

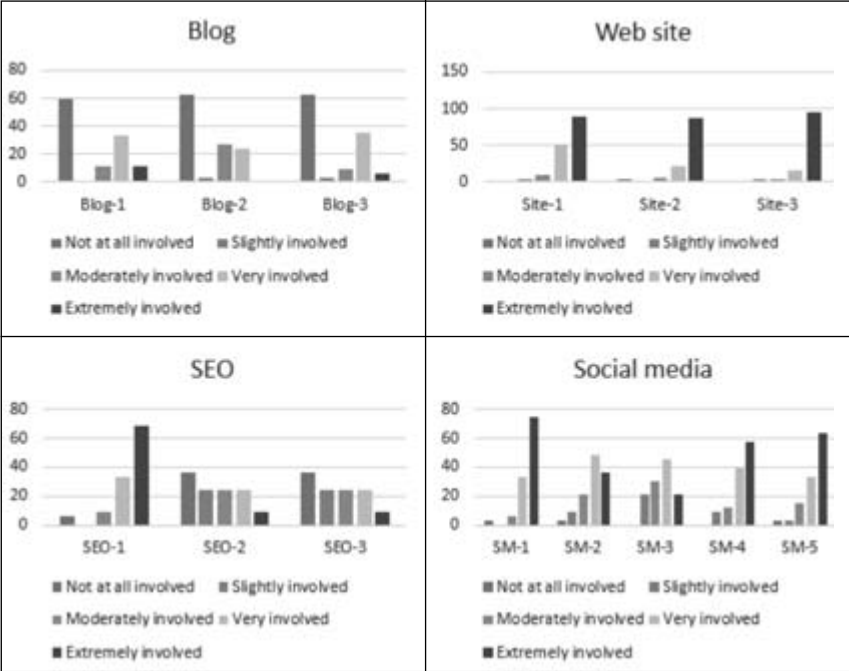SOURCE: AUTHOR

The prevailing trend for conversion tools is neutral, leaning slightly towards negative for landing pages and calls to action. For forms, there is a certain balance between positive and negative trends. It means that companies' interest in the conversion phase is also noticeable but with less attention than the attraction phase.
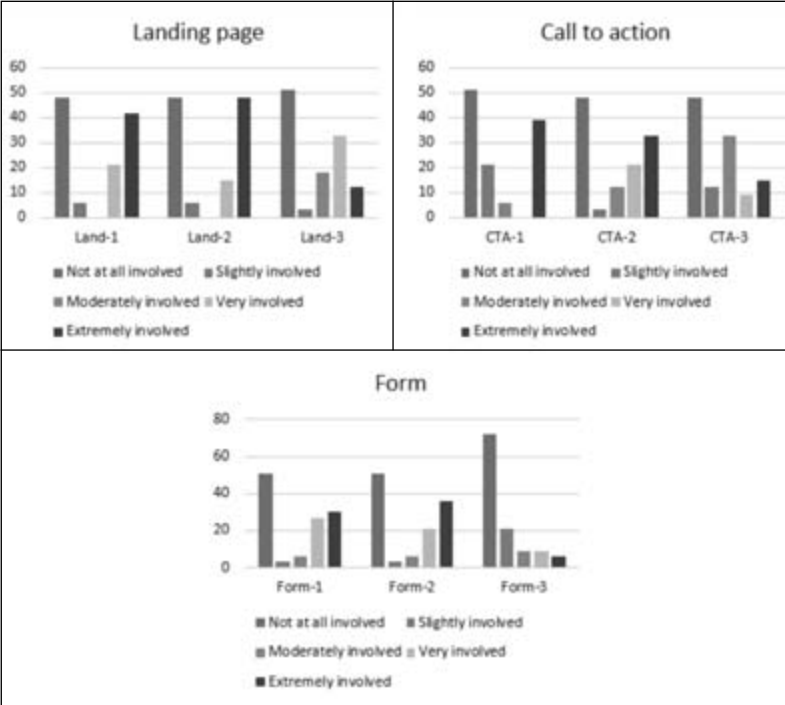

FIGURE 2: CONVERSION TOOLS CHART

SOURCE: AUTHOR

Based on the following graph illustrating closing and loyalty tools, a predominantly negative trend is observed for most tools, except intelligent content, demonstrating a notable engagement level. According to the companies participating in the survey, interest is extreme in the first two stages of inbound marketing.
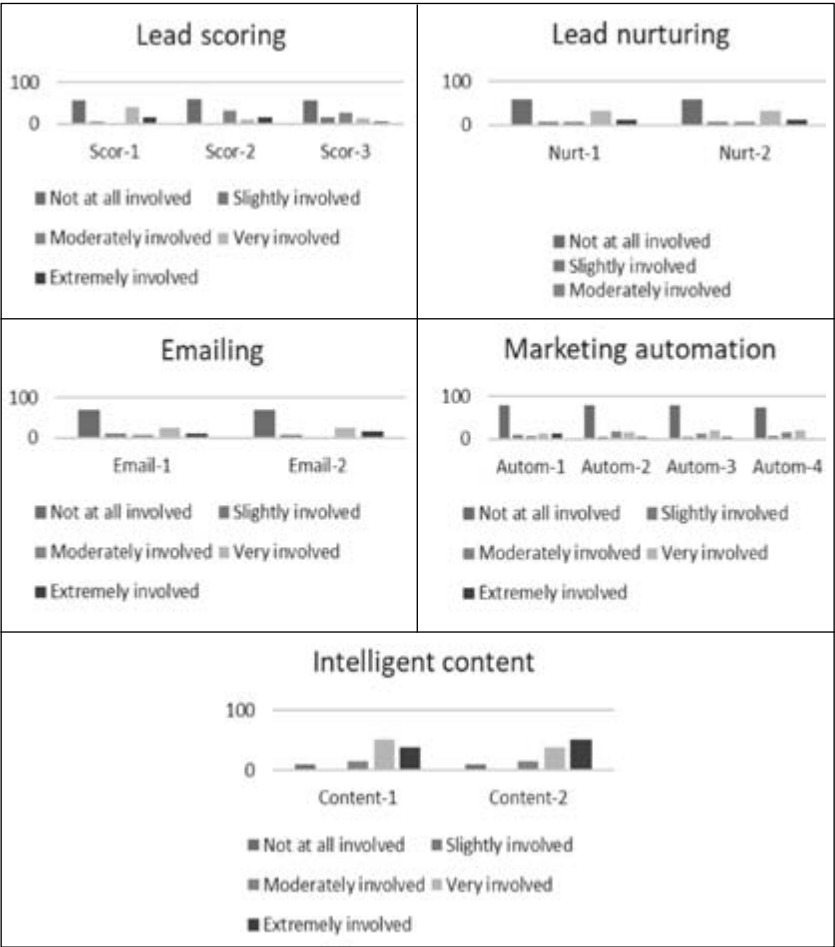

FIGURE 3: CONCLUSION
AND LOYALTY TOOLS
CHART
SOURCE: AUTHOR

4.3 Scoring method ——— To determine the degree of involvement of Algerian companies in using inbound marketing tools, we used the SPSS scoring method to calculate the average score, the absolute deviation, and the relative deviation for each tool. The results are shown in the following table:

Tool	Mean score *	Absolute deviation	Relative deviation %
Web site	3.1282	0.3187	11.34
Blog	2.7607	-0.0488	-01.73
SEO	3.7436	0.9341	33.23
Social media	3.7897	0.9802	34.88
Call to action	3.2222	0.4127	14.68
Landing page	2.9915	0.1820	6.47
Form	3.5214	0.7119	25.33
Lead scoring	2.2431	-0.5664	-20.22
Lead nurturing	2.1026	-0.7069	-24.41
Marketing automation	2.7267	-0.0828	-2.94
Emailing	2.9487	0.1392	04.95
Intelligent content	3.3462	0.5367	19.10
Overall mean	2.8095		

*1 = Not at all involved, 2 = slightly involved, 3 = moderately involved, 4 = Very involved, 5 = extremely involved

TABLE 8: SCORING RESULTS
SOURCE: AUTHOR (SPSS OUTPUTS)

The results of the scoring method show that, overall, Algerian companies need to be more involved or at least moderately involved in the use of inbound marketing tools. Social networks, SEO, forms, and emailing represent the tools companies are most involved in, with average scores of 3.7897, 3.7436, 3.5214, and 3.3462, respectively. It turns out that even CTAs and websites show average engagement with the companies surveyed, with average scores of 3.2222 and 3.1282, respectively. On the other hand, interest in landing pages is still less attractive than the other tools, even though their score is above average. The rest of the tools, i.e., marketing automation, blogging, lead scoring, and lead nurturing, are not the focus of the companies surveyed. The scores for these tools show a relatively low degree of involvement.

Algerian companies are mainly involved in the attraction and conversion phases of inbound marketing, with considerable scores for social networks and SEO in the attraction phase and forms and calls to action in the conversion phase. However, some tools, notably those linked to closing and loyalty; represent only a low level of engagement, indicating opportunities for improvement to optimize the conversion process. A more in-depth analysis of specific weaknesses in these areas can help develop strategies to boost the overall effectiveness of the inbound marketing process from top to bottom of the conversion funnel.

To explain the results, we suggest that SEO and social networking efforts may be well optimized, attracting a steady stream of qualified visitors. While practical actions are taken to convert visitors into leads, optimizing calls-to-action, forms, and email campaigns to improve conversion rates may be beneficial. Landing page design and content adjustments may be necessary to improve lead-to-customer conversion. A thorough assessment of specific weaknesses can guide these improvements. In addition, there may be opportunities to optimize lead-scoring processes, nurturing, and marketing automation to strengthen relationships with existing customers.

5 Conclusion ——— The present study represents a significant contribution to Algerian companies' literature on the use of inbound marketing tools. Several essential observations emerge in an in-depth analysis of the survey results and comparison with existing knowledge in the field.

Scores analysis reveals that Algerian companies are mainly involved in the attraction and conversion phases of inbound marketing. It is consistent with global

trends, where companies often pay more attention to the first stages of the conversion process. Our findings thus confirm that companies widely use social networks and SEO tools to attract qualified prospects to their online platforms.

However, there must be a significant gap in the closing and loyalty phases. The tools associated with these phases, such as lead scoring, nurturing, and marketing automation, are not fully exploited by Algerian companies. This finding is crucial, as it highlights an untapped potential for strengthening relationships with existing customers and maximizing the long-term value of marketing efforts.

Based on the results of our review of the literature, we identify concrete avenues for improving the use of inbound marketing tools in the Algerian context. Previous studies have demonstrated the effectiveness of lead nurturing strategies in maintaining personalized relationships with potential customers, gradually guiding them toward buying. Similarly, marketing automation can enable companies to streamline their processes and deliver consistent customer experiences on a large scale.

Furthermore, our findings underline the importance of a holistic approach to inbound marketing. While each inbound marketing tool plays a specific role in the conversion process, viewing them as interconnected components of an overall strategy is essential. Previous research has shown that optimizing calls-to-action and forms can significantly affect a website's conversion rate.

Our study's limitations are worth noting. The limited sample size and relatively short survey duration may limit our results' generalizability. In addition, we need access to Google Analytics traffic data to ensure our ability to conduct an in-depth analysis of certain aspects of Algerian companies' use of inbound marketing tools.

Future research should broaden the sample size or focus on specific sectors to gain deeper insights. In addition, longitudinal studies could track the evolution of inbound marketing tools over time and assess their long-term impact on companies' sales performance.

In conclusion, our study highlights both the progress made and the opportunities for improvement in the use of inbound marketing tools by Algerian companies. By adopting a strategic approach and leveraging the best practices identified in the literature, companies can strengthen their online presence, attract more potential customers, and retain their existing customer base to ensure long-term sustainable growth.

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Résumé ———— ***Prístup alžírskych firiem k nástrojom digitálneho marketingu***
Inbound marketing je stratégia zameraná na prilákanie zákazníkov prostredníctvom relevantného a užitočného obsahu, ktorý pridáva hodnotu v každej fáze ich nákupnej cesty. Táto štúdia skúma implementáciu inbound marketingu alžírskymi spoločnosťami. Prostredníctvom kvantitatívnej analýzy 117 spoločností v 12 odvetviach sa zistilo, že prevláda dôraz na prilákanie návštevníkov, čo predstavuje počiatočnú fázu prístupu získavania zákazníkov. Toto jediné zameranie však často vedie k nedostatkom v nasledujúcich fázach, ako je konverzia, finalizácia a lojalita, čo poukazuje na nevyváženosť marketingovej stratégie. Preto sme zástancami komplexného prístupu k inbound marketingu, ktorý rovnomerne rozdeľuje úsilie na celú cestu zákazníka a podporuje dlhodobý rast podniku. Zahŕňa investície do nástrojov a stratégií šitých na mieru pre každú fázu nákupného procesu spolu s priebežným monitorovaním s cieľom optimalizovať dosiahnuté výsledky.

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MOTIVATIONS FOR THE COMMITMENT OF ALGERIAN COMPANIES TO SOCIAL RESPONSIBILITY: AN ANALYTICAL STUDY OF A NUMBER OF AGRI-FOOD COMPANIES

Today's environmental and social concerns are taking on an important role in society, and the introduction of a CSR approach makes sense in order to encourage dialogue between stakeholders, while strengthening credibility and reputation on the market. The aim of this article is to determine the motivations behind the commitment of Algerian companies to a CSR approach. To achieve this, a deductive approach was adapted based on a quantitative method, using a questionnaire intended for a sample of companies in the agri-food sector. The data collected was processed using SPSS software. The results reveal that the motivations for commitment to a CSR approach for the Algerian agri-food companies studied are mainly linked to a number of factors: characteristics of the company, individual, institutional and organizational motivations.

1 Introduction ———— The company's objectives have remained the same. Profit maximization has traditionally been seen as the ultimate goal of any business. Today, however, managers set several other objectives for their companies: long-term rather than short-term profits, shareholder remuneration, brand image, company growth, and environmental respect. The large-scale consolidation of CSR has led many researchers to study the motivations behind these voluntary commitments. The question of „voluntary" commitment in the field of CSR does not seem to be topical (Fernando and Sim 2011). Indeed, even if certain constraints guide companies towards taking CSR into account, others, on the contrary, work against this type of commitment (Johnson and Greening 1999).

Furthermore, in an increasingly complex and uncertain environment, companies' pressures make it challenging to identify or prioritize them when making strategic decisions (Lee 2011). Whatever a company's environment, and even if it is increasingly promoting the consideration of CSR, a substantial commitment in this area often requires a voluntary choice on the part of managers. This commitment is the support shown and defended by concrete actions for confident strategic choices and options concerning social and environmental issues (Kardatzki 2022). This commitment is based, moreover, on the choices made by managers according to their perceived interests in the company and their motivations (Christensen, Mackey and Whetten 2014). However, managers face various constraints regarding corporate governance bodies, understood as „the organizational mechanisms that have the effect

of delimiting powers, influencing managers' decisions, and defining their discretionary space" (Charreaux 1997).

Researchers have identified, on the one hand, motivations linked to specific disciplines such as marketing, human resources management, and financial performance (Kardatzki 2022), and on the other hand, more specific motivations, such as competitive advantages, public subsidies, or fear of sanctions due to non-compliance with regulations, brand image and community satisfaction (Melubo et al. 2019; Zhang et al. 2019).

This article aims to answer the following question: What factors motivate Algerian companies in the agri-food sector to adopt a CSR approach?

2 Theoretical background —— The notion of commitment comes from human resources management. Initially, the concept described the relationship between an individual and their work environment (Thévenet 1992). Meyer and Herscovitch propose the following definition: „Commitment is a force that pushes an individual towards a course of action geared towards one or more specific objectives." (Mayer and Herscovitch 2001).

Valéau (2007) distinguishes between a behavioral and an attitudinal approach to commitment: Behavioral commitment can be characterized by elements that lead individuals to adhere to a given course of action. Attitudinal commitment refers to how individuals perceive and attribute meaning to their environment.

2.1 Models to explain corporate social responsibility —— The social commitment of companies is often analysed using various explanatory models which attempt to understand the motivations and mechanisms underlying this commitment, in this study we have focused on two models (Carroll model 1979 and Wood's 1991 model).

Carroll's model 1979 —— According to Carroll (1979), „Corporate social responsibility covers the economic, legal, ethical and discretionary expectations that society has at a given time" (Carroll 1979). The definition proposed by Carroll (1979) defines CSR as a set of economic, legal, ethical, and discretionary obligations of a company toward society. While recognizing the primacy of economic responsibility, the latter assumes its responsibility at several levels, from economic, regulatory to ethical, and discretionary.

This model is adjacent to Friedman's (1970) idea that companies only take on economic responsibilities while governments look after the social angles. Carroll (1979) proposed this concept in the categorical model of social responsibility, as shown in the figure below:
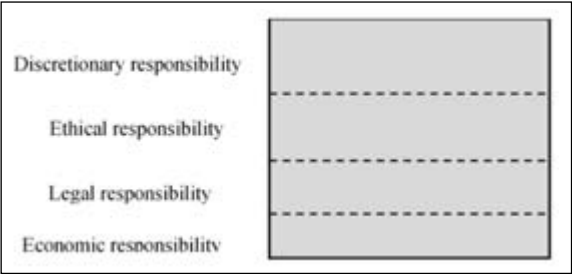
FIGURE 1: THE FOUR CATEGORIES OF SOCIAL RESPONSIBILITY
SOURCE: CARROLL (1979, P. 499)

Carroll (1991) adopted this model to develop a new concept of corporate social responsibility in the form of a pyramid. At the top of the pyramid is philanthropic responsibility, followed by ethical and legal responsibility, at the bottom of the pyramid is economic responsibility and the fundamental components of corporate social responsibility comprise each of these categories, each compatible with the other.

For Carroll (1979, 1991), the objective of companies is generally to meet the needs of consumers by providing products and services and to satisfy the needs of the company's various stakeholders (shareholders, consumers, employees, etc.) on the one hand, and to generate profits to ensure its continuity on the other.

The second category of CSR in Carroll's (1991) model is a legal responsibility, meaning that the company operates by the law represented in the codification of the moral values that exist in society while pursuing its economic objectives.

Thirdly, for Carroll (1991), ethical responsibility means that companies must assume this responsibility while acting in a good, fair, and honest manner. This means considering stakeholders' expectations in the legislation that the government creates.

The fourth level, represented by philanthropic responsibility, Carroll (1991) integrated the philanthropic aspect to analyze the company's actions to improve the quality of life of employees and society.

According to Carroll (1991), the various responsibilities of the company can be presented in the form of a pyramid as follows:

FIGURE 2: THE COMPANY'S VARIOUS RESPONSIBILITIES
SOURCE: CARROLL (1991, P. 42)

This model refines Carroll's approach by integrating three levels of corporate responsibility: institutional, organizational and individual. Attarça and Jacquot (2005) propose a list of corporate responsibilities (table below) based on the models of Caroll (1979) and Wood (1991).

	Institutional level	Organisational level	Individual level
Responsibilities economic	Producing goods and services, providing jobs, creating wealth for shareholders.	The prices of goods and services reflect the true costs of production and include all externalities.	Producing in an environmentally-friendly way, using non-polluting technologies, reducing costs by promoting recycling.
Responsibilities legal	Comply with laws and regulations. Do not lobby or expect privileged positions in public policy.	Working for public policy by defending „enlightened" interests.	Taking advantage of regulatory instructions to innovate products or technologies.
Ethical responsibilities	Follow fundamental ethical principles (e.g., honesty).	Providing accurate and complete information to increase safety of use beyond legal requirements.	Develop user information for specific users and promote it as a product benefit.
Responsibilities discretionary	Acting as a model citizen in all areas: going beyond regulations and ethical rules. Return a portion of sales to society (community).	Investing the company's resources in charitable actions in relation to the first and second circles of the company's social environment.	Choosing charitable investments that are profitable in terms of solving social problems (application of efficiency criteria).

TABLE 1: LEVEL AND NATURE OF CSR
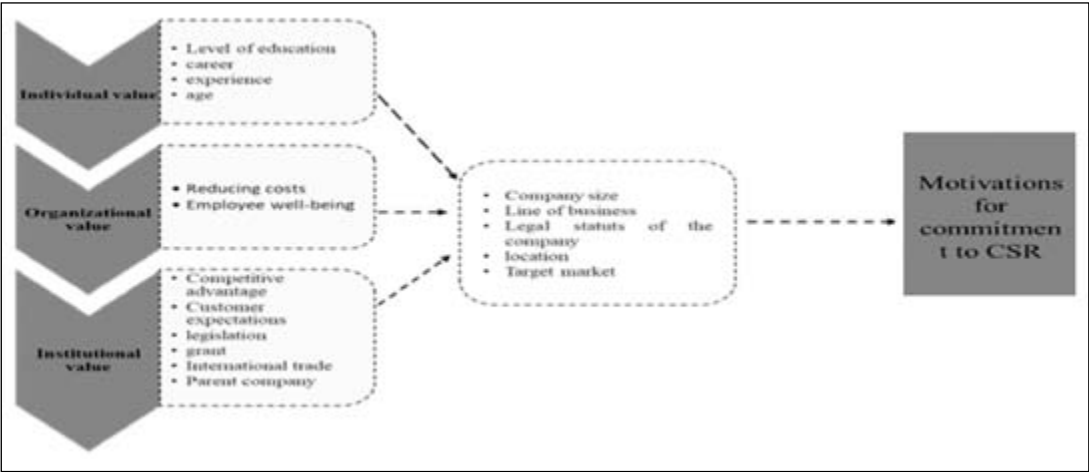SOURCE: ATTARÇA AND JACQUOT (2005, P. 6)

Wood (1991) proposes a reasoned approach based on what motivates companies to act. The concept of social responsibility is based on the idea that business and society are interdependent rather than two separate entities. This interrelationship creates different expectations at three levels: institutional, organizational, and individual. Three principles emerge from these three levels of analysis: legitimacy, responsibility, and managerial discretion:

At the institutional level, linked to the principles of legitimacy (obligation, social sanctions), companies enjoy legitimacy and power granted by society by operating in an environment shared with multiple actors or stakeholders. For Wood, companies can become illegal if stakeholders lose confidence.

The second level of analysis is the organizational level based on the non-profit principle, according to which companies are responsible for responding to social problems and challenges linked to their interests and commercial activities. The relationship between coordination mechanisms and markets represents primary commitments, and secondary commitments involve externalities.

Finally, at the individual or discretionary level, this principle means that managers act economically and socially responsibly in various organizational and social environments.

FIGURE 3:CONCEPTUAL MODEL OF THE MOTIVATIONS BEHIND COMPANIES' CSR
SOURCE: AUTHORS

2.2 Corporate social responsibility ——— This table shows a non-exhaustive list of works that have already dealt with corporate social responsibility in different contexts and the motivations and obstacles to engaging in this approach.

Authors and year	Title	Methodology	Sample	Results
Badreddine 2013	What motivates companies to commit to social responsibility?	A quantitative study.	A questionnaire distributed to companies in the industrial sector, with 94 respondents.	Companies' commitment to CSR can be explained by the idealistic values of the company director, the reduction of production costs, competitive advantage, government subsidies and the size of the company.
Ekung et al. 2014	Drivers of CSR within construction organization in Nigeria.	A quantitative study.	A semi-structured interview with 36 people.	The study identified the main drivers of CSR within construction organisations in Nigeria, including the need to mitigate risks to stakeholders, pressure from government, competitive advantage and diverting attention away from key stakeholders.
Kuo et al. 2016	Motivations and barriers for corporate social responsibility reporting:	Quantitative study.	A semi-structured interview with 36 people.	The study identified the main drivers of CSR within construction organisations in Nigeria, including the need to mitigate risks to stakeholders, pressure from government, competitive advantage and diverting attention away from key stakeholders.

Melubo et al. 2019	Motivations and barriers for corporate social responsibility engagement: Evidence from the Tanzanian tourism industry.	Qualitative study.	Interviews were conducted with 40 tourism business managers in Tanzania.	The study identified six main motivations for companies' commitment to corporate social responsibility (CSR) in the Tanzanian tourism sector: maintaining social legitimacy, the influence of the parent company, meeting community expectations, attracting tourists, respecting the environment and the personal values of managers.
Zhang et al. 2019	Drivers, motivations, and barriers to the implementation of corporate social responsibility practices by construction enterprises: A review.	A descriptive analysis of the review.	69 relevant research on CSR in the construction sector.	The main motivations for implementing CSR in the construction sector include financial benefits, brand, reputation and image, relationship building, organisational culture and strategic business focus, competitive advantage.
Andres et al. 2020	Drivers that motivate energy companies to be responsible. A	A systematic literature review method.	Academic publications from 1990 to 2018 available in four scientific databases.	Energy companies are either reactive or proactive in their approach to implementing CSR. The research highlights the importance of understanding the motivations behind responsible business practices in the energy sector and their implications for governance, legislation and innovative business frameworks.
Kardatzki 2022	Barriers and drivers influencing commitment to social	Quantitative and qualitative study.	A questionnaire and a guide for semi-structured interviews with 10 SMEs.	The study revealed that commitment to social responsibility in German SMEs is primarily driven by the owner-managers' intrinsic motivation to 'do something good' for society and the environment.

TABLE 2: PREVIOUS STUDIES
SOURCE: AUTHORS

Previous studies have shown that the motivations for CSR commitment are individual, linked to the idealistic values of the company director, doing good for the company and the environment; organizational, such as raising employee awareness and communication with stakeholders; and institutional, in terms of the company's reputation and brand image, competitive advantage and transparency with the government. Despite the different contexts and sectors of activity, the motivations for committing to this approach revolve around these three levels.

3 Methodology ——— To analyze our research question, we adopted a hypothetico-deductive approach. The first part will focus on a literature review of the fundamental concepts of our research: corporate social responsibility, individual motivation, organizational motivation, and institutional motivation. These concepts were used to construct this article's theoretical aspect and the hypotheses' development. The second part is devoted to presenting the results of a quantitative study using a questionnaire intended for a sample of agri-food companies. The techniques for analyzing the data collected via our survey were processed using SPSS.21 statistical software, and we then proceeded to analyze and interpret the results provided by this software, using the Multiple Correspondence Analysis method to produce representation maps on which we can visually observe the similarities between the categories of qualitative variables and the observations.

In order to answer the question posed, we put forward the following hypotheses:
| Hypothesis 1: Company characteristics significantly impact Algerian companies' commitment to social responsibility in the agri-food sector.
| Hypothesis 2: The individual motivations of managers have a significant impact on the commitment of Algerian companies in the agri-food sector to social responsibility.
| Hypothesis 3: The company's organizational motivations have a significant impact on the commitment of Algerian companies in the agri-food sector to social responsibility.
| Hypothesis 4: The company's institutional motivations have a significant impact on the commitment of Algerian agri-food companies to social responsibility.

Our empirical study is based on a quantitative survey conducted using a questionnaire aimed at agri-food companies. We focused on the agri-food sector's contribution to the national economy. This sector, which comprises a sizeable population of companies, is a crucial component of the national industrial fabric, both in terms of the value added it generates and its contribution to the development of exports. The verification of the research hypotheses, as outlined below, was carried out using a questionnaire in which 35 companies took part. The main criterion for choosing the survey sample was the concentration of companies of different sizes and legal status, which had taken part in the Algerian Production Fair (SAFEX), held from 13 to 24 December 2022 in the capital, Algiers. We administered the questionnaires and were in close physical contact (face-to-face), recording the responses ourselves. It allowed us to clarify and explain the questions to get the best answers. We then analyzed the results using SPSS software.

Sector of activity	Number of questionnaires distributed	Number of respondents
Food industry	66	35

TABLE 3: TARGET AND FINAL SAMPLE SIZE AND STRUCTURE
SOURCE: AUTHORS

4 Results and discussion ——— This section will present the analysis and interpretation of the results of our research. Firstly, we will present a cross sorting based on a database (company and manager characteristics, motivation for CSR involvement), and secondly, a multiple correspondence analysis using SPSS.21 software.

4.1 Identification and characteristics of the company ——— The first area involves gathering general data on the company, i.e., where it is based, its legal status, and its business sector – finally, the size of the company and the target market. We will show the impact of the characteristics of Algerian companies in the agri-food sector on their commitment to CSR through a flat sort from a database using SPSS.21 software. To this end, we will present our results below.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Activity zone	11	31.4	31.4	31.4
	Private land	2	5.7	5.7	37.1
	Urban	2	5.7	5.7	42.9
	Industrial zone	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

TABLE 4: DISTRIBUTION OF COMPANIES BY LOCATION
SOURCE: AUTHORS

The results of Table 4 show that 57.10% of companies are located in industrial zones. It is followed by 31.40% of companies in business parks and 5.70% on private land and urban areas.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Limited liability company	18	51.4	51.4	51.4
	Non-trading company	2	5.7	5.7	57.1
	Joint-stock company	15	42.9	42.9	100.0
	Total	35	100.0	100.0	

TABLE 5: BREAKDOWN OF COMPANIES BY LEGAL STATUS
SOURCE: AUTHORS

Limited liability companies account for the majority, at 51.40%, followed by joint-stock companies, at 42.80%. A rate of 5.70% represents the non-trading company status

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Drinks	13	37.1	37.1	37.1
	Cereal	6	17.1	17.1	54.3
	Dairy	9	25.7	25.7	80.0
	Olive	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

TABLE 6: BREAKDOWN OF COMPANIES BY SECTOR OF ACTIVITY
SOURCE: AUTHORS

The results also show that beverage production, with a rate of 37.10%, and milk production, with 25.70%, top the list for our sample. The olive and cereal sectors accounted for 20% and 17.10%, respectively, of the total responses received.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	10-49	6	17.1	17.1	17.1
	50-250	16	45.7	45.7	62.9
	More than 250	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

TABLE 7: BREAKDOWN OF COMPANIES BY SIZE
SOURCE: AUTHORS

The number of employees measures the size of the company. In our sample, SMEs of various types dominate, with small companies accounting for 17.10% of cases and medium-sized companies for 45.70%. Large companies account for 37.10% of cases.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Local	23	65.7	65.7	65.7
	Mixed	12	34.3	34.3	100.0
	Total	35	100.0	100.0	

TABLE 8: BREAKDOWN OF COMPANIES BY TARGET MARKET
SOURCE: AUTHORS

Regarding the target market, 65.70% of companies do not aim to go international, while 34.30% operate on local and international markets through exports.

4.2 Socio-economic profile and trajectory of the entrepreneur ——— The second section is a sequel to the first, going into more detail about the background of the person being interviewed. It includes questions about their education level, position, age, and years of experience. We will show the impact of the individual values of Algerian managers in the agri-food sector on their commitment to CSR through a flat sort from a database using SPSS.21 software. To this end, we present the results below.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	35-44 years	15	42.9	42.9	42.9
	45-54 years	15	42.9	42.9	85.7
	55-64 years	2	5.7	5.7	91.4
	Less than 35 years	1	2.9	2.9	100.0
	Total	35	100.0	100.0	

TABLE 9: DISTRIBUTION OF RESPONDENTS BY AGE
SOURCE: AUTHORS

Most respondents in our sample were aged between (35-44) and (45-54). This age group represents 42.90%, indicating they are entrepreneurs with a particular maturity.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Professional training	6	17.1	17.1	17.1
	Secondary	1	2.9	2.9	20.0
	University	28	80.0	80.0	100.0
	Total	35	100.0	100.0	

TABLE 10: DISTRIBUTION BY LEVEL OF EDUCATION
SOURCE: AUTHORS

Concerning the level of education of the managers in our sample, we note that 80% hold a university degree.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Commercial	2	5.7	5.7	5.7
	General manager	2	5.7	5.7	11.4
	Human resources manager	18	51.4	51.4	62.9
	Manager	9	25.7	25.7	88.6
	Chief executive officer	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

TABLE 11: DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR POSITION WITHIN THE COMPANY SOURCE: AUTHORS

Our sample found that 51.40% of respondents were HR managers, 25.70% held managerial positions, and 11.40% and 5.70% were CEOs, MDs, and sales representatives.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	5-10 years	17	48.6	48.6	48.6
	Less than 5 years	5	14.3	14.3	62.9
	More than 10 years	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

TABULE 12: DISTRIBUTION OF RESPONDENTS BY YEAR OF EXPERIENCE
SOURCE: AUTHORS

In our sample, 48.60% have accumulated experience ranging from 5 to 10 years, and 37.10% have been in their job for more than ten years. It can be explained primarily by job satisfaction and management skills.

4.3 Motivations for committing to a CSR approach within the company ——— In the third axis, we will focus on corporate social responsibility and the motivations that have led companies to commit to this approach.

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Reducing costs	16	45.7	45.7	45.7
	Reducing costs, employee well-being	12	34.3	34.3	80.0
	Reducing costs, employee well-being	7	20.0	20.0	100.0
	Total	35	100.0	100.0	

TABLE 13: ORGANIZATIONAL MOTIVATIONS
SOURCE: AUTHORS

At the organizational level (cost reduction, employee well-being), 34.30% of the sample studied were motivated by cost reduction. A CSR approach can reduce waste management costs, energy consumption, etc.

The need to guarantee the well-being of employees in the area of health and safety at work is represented with a rate of 20%. Employees are increasingly keen to work in an environment where they feel useful. Involving employees in CSR initiatives can be a significant motivating factor. Moreover, an employee who feels good about his or her working environment will be more productive. This commitment can reduce turnover and absenteeism within the company.

		Frequency	Percenta-ge	Valid per-centage	Cumulati-ve percen-tage
Valid	Competitive advantage, custo-mer expectations	2	5.7	5.7	25.7
	Competitive advantage, custo-mer expectations, legislation	5	14.3	14.3	40.0
	Competitive advantage, custo-mer expectations, legislation, subsidies	7	20.0	20.0	65.7
	Competitive advantage, custo-mer expectations, legislation, subsidies, international trade	3	8.6	8.6	74.3
	Competitive advantage, custo-mer expectations, legislation, subsidies, international trade, parent company	2	5.7	5.7	80.0
	Competitive advantage, inter-national trade	1	2.9	2.9	85.7
	Competitive advantage, legislation	5	14.3	14.3	100.0
	Total	35	100.0	100.0	

TABLE 14: INSTITUTIONAL MOTIVATIONS

SOURCE: AUTHORS

This table shows the motivations for corporate commitment to social responsibility at the institutional level (competitive advantage, customer expectations, legislation, international trade, parent company, and subsidy). Companies that engage in this ap-proach benefit from a competitive advantage; a company committed to CSR can im-prove its image with its customers, partners, and society. In second place are customer expectations. Companies are becoming more involved in making CSR a source of over-all performance, enabling them to keep pace with new societal challenges while in-novating and meeting stakeholder expectations. Other companies are committed to complying with regulations through new legislative and regulatory provisions, which represents the most important source of pressure on companies to commit to the CSR approach. Finally, one category states that the human and financial subsidies from the State or other international bodies influence companies' commitment to CSR.

4.1 Multiple Correspondence Analysis (MCA) ——— Multiple Correspondence Analy-sis (MCA) is a method used to study the association between at least two qualitative var-iables. It produces representation maps to visually observe the similarities between the categories of the qualitative variables and rule on the hypotheses formulated.

The MCA carried out on the company characteristics database ——— In this sec-tion, we chose the following variables: location, legal status, industry, company size, and target market. In what follows, we will examine the results of the multiple cor-respondence analysis using SPSS.21 software. The results of the MCA are presented below.

Dimension	Cronbach's alpha	Variance represented		
		Total (own value)	Inertia	% of variance
1	.827	2.957	.591	59.142
2	.571	1.840	.368	36.795
Total		4.797	.959	
Average	.729[a]	2.398	.480	47.968

a. Cronbach's alpha is based on the mean eigenvalue.

TABLE 15: SUMMARY OF MODELS

SOURCE: AUTHORS

Total inertia of 95% is considered very satisfactory, and an average Cronbach's Alpha of 72% shows us the satisfactory reliability of our item. In detail, the alpha index for dimension 1 is 0.827, and that for dimension 2 is 0.571.

The following figure shows the joint diagram of the modality points relating to the result of the MCA on the axis identifying the company's characteristics.
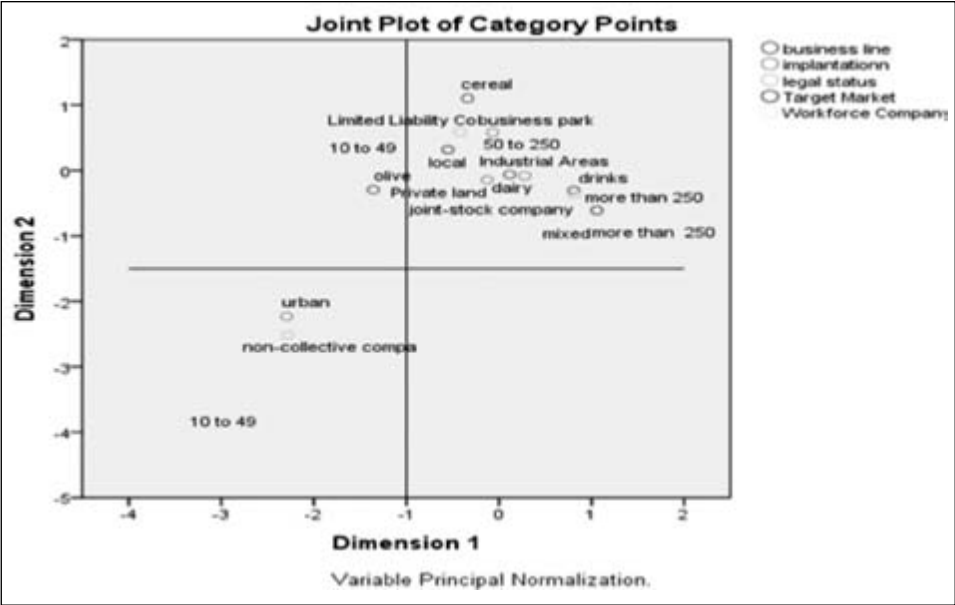

FIGURE 4: JOINT DIAGRAM OF MODALITY POINTS RELATING TO THE RESULT OF THE MCA ON COMPANY CHARACTERISTICS

SOURCE: AUTHORS (ACM WITH SPSS.21)

We note that the most important contributions are those of „industrial zone and activity zone" related to the question „Location" and the modalities „beverage, dairy and cereal," and „SPA, SARL" related to the questions „activity sector" and „Please identify the legal nature of your company" and the modalities, „50 to 250 and more than 250" and „mixed" related to the questions „Total workforce of the company, and target market." In other words, the projection of the results of the ACM onto the table and graph we are dealing with in our case modalities such as:

| 1. The answer: More than 250 employees, when asked about the company's total headcount, generally large companies that are committed to social responsibility.

| 2. The answer: mixed, to the question of the company's target market, a rate of 34.30% operate both on the local market and internationally through exports, proof of certification to ISO 22000, 9001 and 14001 standards. These results confirm our first hypothesis:

| 3. Hypothesis 1: Company characteristics have a significant impact on the commitment of Algerian agri-food companies to social responsibility.

The MCA carried out on the database of the individual characteristics of a manager
We chose the following variables for this section: age, level of education, years of experience and position within the company.

Dimension	Cronbach's alpha	Variance represented		
		Total (own value)	Inertia	% of variance
1	.880	2.941	.735	73.520
2	.593	1.800	.450	45.006
Total		4.741	1.185	
Average	.771a	2.371	.593	59.263

a. Cronbach's alpha is based on the mean eigenvalue.
TABLE 16: SUMMARY OF MODELS
SOURCE: AUTHORS

The average Cronbach's alpha value is based on the average eigenvalue. The reliability of the results obtained depends on the value of the alpha Cronbach coefficient. The average of the Cronbach alpha indices associated with the two dimensions retained in our analysis is 0.771, which attests to the reliability of the results. In detail, the alpha index for dimension 1 is 0.880, and that for dimension 2 is around 0.593.
The following figure shows the joint diagram of the modality points relating to the MCA results identifying managers' characteristics.
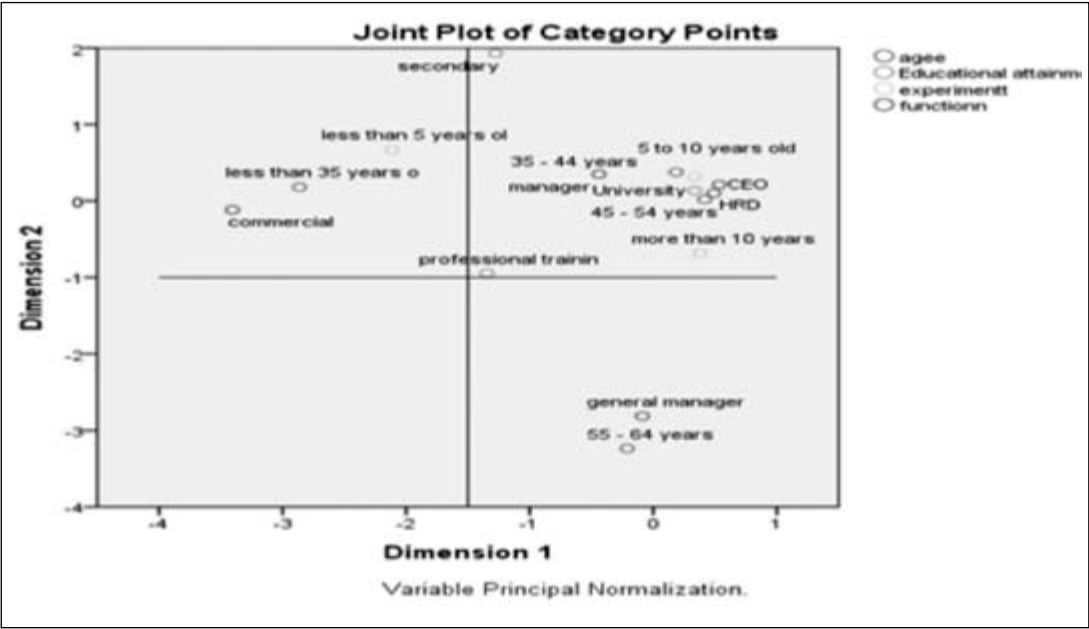

FIGURE 5: JOINT DIAGRAM OF THE MODALITY POINTS RELATING TO THE RESULT OF THE MCA ON THE INDIVIDUAL CHARACTERISTICS OF A MANAGER
SOURCE: AUTHORS (ACM WITH SPSS.21)

To the right of the first axis, the largest contributions are from the „5 to 10 years" and „more than 10 years" categories, relating to the question „Please indicate your years of experience". Similarly, the largest contributions are from the „35 to 44 years, 45 to 54 years" category, relating to the question „How old are you?" and the „HRD, CEO" category, relating to the question „Please indicate your position within the company", and finally the „university and vocational training" category, relating to the question „What is your level of education?" By projecting the results of the ACM onto the table and graph, we can see that, in our case, the modalities are:

| 1. An executive's years of experience or professional career positively influences a company's commitment to CSR.

| 2. The age of the individuals surveyed positively influences a company's commitment to CSR.

| 3. The individual's position and education level positively influence companies' commitment to social responsibility. These results show a positive correlation between an executive's characteristics and commitment to CSR.

| 4. These results confirm the second hypothesis: „The individual motivations of managers have a significant impact on the commitment of Algerian companies in the agri-food sector to social responsibility."

The MCA carried out on the database of organizational and institutional motivations —— The results of the MCA on the axis of organizational motivations (cost reduction, employee well-being) and institutional motivations (competitive advantage, customer expectations, legislation, subsidies, international trade, and parent company) are presented below.

Dimension	Cronbach's alpha	Variance represented		
		Total (own value)	Inertia	% of variance
1	.940	1.888	.944	94.380
2	.809	1.679	.840	83.959
Total		3.567	1.783	
Average	.879a	1.783	.892	89.170

a. Cronbach's mean alpha is based on the mean eigenvalue.

TABLE 17: SUMMARY TABLE OF MODELS

SOURCE: AUTHORS

The average Cronbach's alpha value is based on the average eigenvalue. The average of the Cronbach Alpha indices associated with the two dimensions retained in our analysis is 0.879, which attests to the reliability of the results.

The following figure shows the joint diagram of modality points relating to the results of the MCA on the axis of motivations for commitment to the CSR approach.
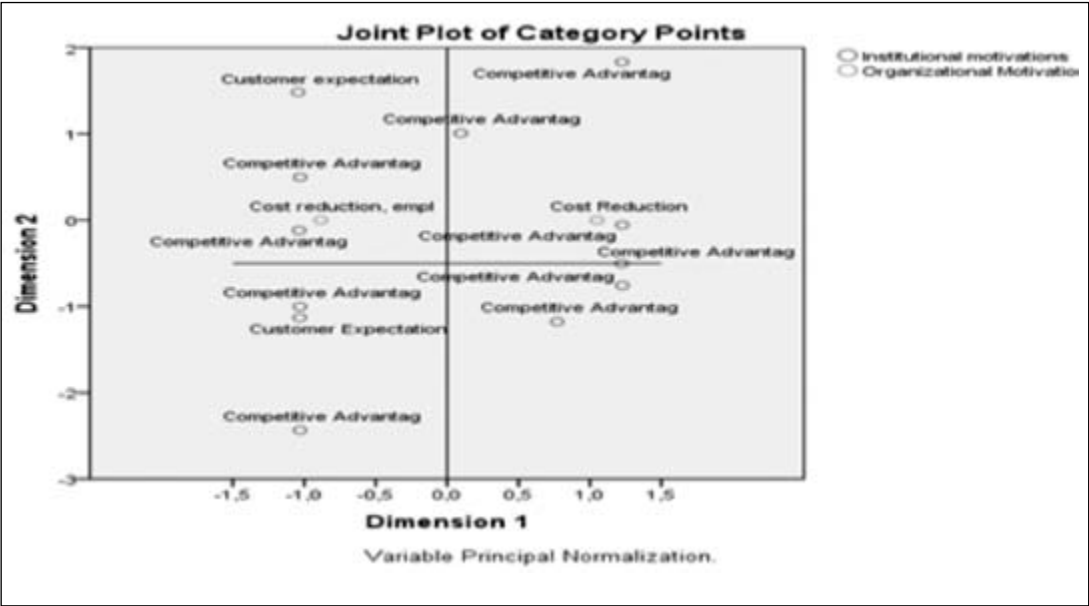

FIGURE 6: JOINT DIAGRAM OF MODALITY POINTS RELATING TO THE RESULT OF THE MCA ON MOTIVATIONS FOR COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY

SOURCE: AUTHORS (ACM WITH SPSS.21)

After projecting the results of the ACM onto the table and graph of the SPSS.21 software, the strongest contributions are those of „competitive advantage", „customer expectations" and „cost reduction" in relation to the question „Could you name the main reasons that led you to commit to this approach (CSR)". These three terms are in line with the two axes.

Looking at the graph, we can see that the variables are very similar. To summarize, the two axes (1,2) characterized:

| 1. Most of the managers interviewed said that the reasons for their commitment to CSR were institutional: „competitive advantage, customer expectations" and organizational: „cost reduction."

| 2. These results partially confirm our third and fourth hypotheses.

| 3. Hypothesis 3: The company's organizational motivations have a significant impact on the commitment of Algerian companies in the agri-food sector to social responsibility.

| 4. Hypothesis 4: The company's institutional motivations have a significant impact on the commitment of Algerian agri-food companies to social responsibility.

5 Conclusion ——— This study aims to identify why Algerian agri-food companies are committed to a CSR approach. As indicated in the previous results, companies may have different motivations for embarking on a corporate social responsibility (CSR) approach. There are many advantages for companies in committing to such an approach, which can contribute to their overall performance and brand image and ensure their long-term survival. Developing a CSR approach allows companies to question how they operate, design, and produce. It is an opportunity that facilitates and stimulates creativity and innovation. CSR is a natural way of standing out from competitors who would have yet to embark on this approach. As a genuine competitive advantage, a well-committed CSR approach can make it easier to win new market share.

This research aims to determine the motivations behind companies' commitment to a CSR approach and this is theoretical contribution. It is unique in that few studies have addressed this issue. It, therefore, seeks to contribute to the academic literature on the motivations associated with this approach.

Methodological contribution lies in the data collection method. The face-to-face administration of questionnaires at the national production fair (SAFEX) is more costly than other administration methods. However, it is essential to emphasize that we had to work with the major constraint of the unavailability of specific managers and even the need for more cooperation from some. The time constraint, knowing that the fair lasted ten days, prevented us from collecting a maximum number of responses, and even the number of companies that took part in the fair was 66, a very small sample. In addition, the data was only collected at the fair (SAFEX). Extending the field investigation to a larger sample would be more attractive.

Managerial contribution to this research may be necessary for Algerian companies, particularly those in the agri-food sector, as well as for social rating agencies. It also encourages other companies in different sectors, or companies that have yet to embark on this approach, to consider improving societal rating tools.

Research perspectives We invite future researchers to broaden their horizons beyond the motivations presented in our research and to explore new fields such as law and psychology. The aim of this approach is to provide a more in-depth analysis of the reasons why companies engage in CSR. We also encourage researchers to think more deeply about analyzing the variables that measure the influence between the three levels of corporate commitment to CSR: individual, organizational and institutional commitment.

We suggest that researchers working on companies in Algeria focus on a specific geographical area and opt for a face-to-face approach when administering questionnaires, in order to improve the response rate.

Following on from this work, it would be interesting to extend this issue to other sectors of activity and even to other countries with the same cultural environment (Maghreb countries).

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Résumé ——— **Motivácia alžírskych spoločností k sociálnej zodpovednosti: Analytická štúdia niekoľkých agropotravinárskych spoločností**
Environmentálne a sociálne otázky dnes v spoločnosti zohrávajú dôležitú úlohu a zavedenie prístupu CSR má zmysel, aby sa podporil dialóg medzi zainteresovanými stranami a zároveň sa posilnila dôveryhodnosť a reputácia na trhu. Cieľom tohto článku je určiť motivácie, ktoré stoja za angažovanosťou alžírskych spoločností v prístupe SZP. Na dosiahnutie tohto cieľa bol prispôsobený deduktívny prístup založený na kvantitatívnej metóde s použitím dotazníka určeného pre vzorku spoločností v agropotravinárskom sektore. Zozbierané údaje boli spracované pomocou softvéru SPSS. Z výsledkov vyplýva, že motivácia k angažovanosti v prístupe SZP v prípade skúmaných alžírskych agropotravinárskych spoločností súvisí najmä s viacerými faktormi: charakteristikou spoločnosti, individuálnymi, inštitucionálnymi a organizačnými motiváciami.

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TREND JACKING: ALLOW OTHERS TO SHINE AND STAND IN THE RADIANCE OF THEIR GLORY!

There has been a plethora of online marketing tactics for brands to enhance their visibility, engagement, and relevance. Each of these strategies has its unique advantages and can be effective depending on the brand's goals, target audience, and industry context. Content marketing, influencer marketing, social media marketing, search engine optimization, email marketing, event marketing, affiliate marketing, PR, and customer experience initiatives all offer alternatives to trend jacking, which has been named among top 2024 trends for marketing professionals.

Trend jacking has emerged as a sophisticated marketing strategy where brands capitalize on current events, trends, news, or popular topics to amplify their products, services, or brand message. Both efficiency and effectiveness of trend jacking relies heavily on the speed of reaction.

The velocity at which marketers must act cannot be overstated. Content must be created and disseminated while the trend remains fresh and relevant, lest it becomes obsolete. By timely one can say immediate when it comes to buzz conversations on social media. This immediacy often delineates successful trend jacking from efforts that falter. Equally essential is relevance. The trend or event being leveraged must resonate with the brand's message and values and must target the same audience. Content should ideally feel authentic and organic, rather than like a forced attempt to jump on the next trend.

Creativity is the cornerstone of effective trend jacking. Marketers need to craft a clever twist or offer a unique angle that captivates audiences. This creative fusion makes the content memorable and amplifies its shareability. Leveraging a trend that is controversial or sensitive can backfire and lead to negative publicity if not handled thoughtfully. Sensitivity to the context and potential implications is paramount to avoid backlash.

Trend jacking manifests through witty social media posts at no extra cost, engaging videos, or relevant promotions. Longer lasting trends can become instrumental for merchandise. Tools like Google Trends, social media monitoring platforms, and news aggregators are indispensable for staying abreast of the latest trends and events. Following the execution of a trend jacking campaign, it is important to evaluate its impact meticulously. Analyzing engagement metrics, brand sentiment, and any increase in brand visibility are the ways to measure the success of the effort and inform future strategies.

There are numerous examples that illustrate well-executed trend jacking. During the 2013 Super Bowl, a sudden power outage prompted Oreo to swiftly tweet, "You can still dunk in the dark," which became an iconic example of effective trend jack-

ing due to its timeliness and relevance. Similarly, the 2014 ALS Ice Bucket Challenge saw numerous brands participate, creating their own videos and making donations while gaining visibility by aligning with a viral trend. Netflix consistently leverages popular memes and social media trends to promote its shows and movies. By incorporating current internet humor, Netflix maintains a relatable and engaging presence, demonstrating how trend jacking can be an ongoing embedded strategy.

Trend-related content is more likely to be shared and discussed, thus increasing interaction with the brand. Additionally, staying current with trends helps maintain an up-to-date and relevant brand image. When a brand participates in a popular trend, it benefits from social proof. Seeing a brand engage with trending topics can make it appear more relevant and trustworthy in the eyes of consumers. This perceived alignment with the zeitgeist can enhance the brand's reputation and credibility.

On the other hand, trend jacking shall not be overrated – most social media trends are typically ephemeral. Brands shall not feel obliged to jump on the bandwagon. For example, during the summer of 2023, it appeared that every marketer on LinkedIn was sharing their insights on what businesses could learn from the movie Barbie. Commonly overexposed topics include major holidays or sport events. When a trend is excessively exploited by numerous providers and altered in every possible way, it quickly becomes buried in the indistinguishable clutter of social media.

Avoid following Pepsi's example, which faced global backlash when it attempted to promote its product and generate engagement by jumping on the Black Lives Matter movement with its "Live For Now" campaign. In the ad, a police officer accepts a can of Pepsi from Kendall Jenner, a white American celebrity woman, prompting enthusiastic cheers from the protesters and a grateful smile from the officer. Activists argued that the Pepsi video was the exact opposite of their real-world experiences of police brutality during street protests.

Résumé ——— *Trend jacking: Nechte ostatní zazářit a postavte se do odlesků jejich slávy!*
Trend jacking se stal aprobovanou marketingovou strategií, při níž značky využívají aktuálních událostí, trendů, zpráv nebo populárních témat k posílení dosahu své marketingové komunikace. Účinnost i efektivita trend jackingu do značné míry závisí na rychlosti reakce. Obsah související s aktuálními trendy bude s větší pravděpodobností dále sdílen a diskutován, čímž se zvýší dosah komunikace značky. Na druhou stranu, trend jacking, stejně jako jiná často pomíjivá a líbivá označení, se nesmí přeceňovat – většina trendů na sociálních sítích je pomíjivá. Není nutností naskočit na každou módní vlnu, která se objeví u pobřeží. Existují příklady dobré praxe, stejně tak jako iniciativy, které si jejich autoři mohli odpustit.

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SOUTĚŽ MARKETÉR ROKU 2023 MÁ SVÉHO VÍTĚZE

DRŽITEL VELKÉHO MODRÉHO DELFÍNA BLAHOSLAV DOBEŠ, ŘEDITEL PRODEJE A MARKETINGU, MORAVSKÁ ÚSTŘEDNA BRNO (UPROSTŘED)

V podvečer 16. května 2024 se v příjemném klasickém prostředí Divadelního sálu Klubu Lávka s historickým rámcem Karlova mostu a působivým výhledem na Hradčany odehrálo finále soutěže Marketér roku. Večerem provázel zkušený a vtipný moderátor Karel Voříšek. Čestná prezidentka ČMS doc. Jitka Vysekalová přivítala již po devatenácté všechny hosty a zdůraznila tradiční hodnoty, na kterých je soutěž založena. Prezident společnosti ing. Tomáš David doplnil aktuální informace o dění v ČMS a předseda poroty doc. Miroslav Karlíček ocenil úroveň přihlášených projektů, odpovídající vysokým nárokům této prestižní soutěže. Součástí byla i soutěž studentů Marketér roku junior, jejichž práce pozitivně hodnotila porota vedená prof. Lucií Spalovou. Pro vítěze byly připraveny sošky křišťálových delfínů z českého skla v čele s Velkým modrým delfínem v novém působivém designu z díly uměleckého skláře Vladimíra Zubričana. Na oceněné i nominované čekaly kromě diplomů i mnohé věcné dary od sponzorů a partnerů soutěže. Kromě hlavních cen udělila hodnotitelská komise i zvláštní ocenění za mimořádné aktivity a úspěšné inovativní marketingové projekty.

Velký modrý delfín – hlavní cena soutěže ——— Blahoslav Dobeš, ředitel prodeje a marketingu, Moravská ústředna Brno za úspěšný rebranding značky s dlouholetou tradicí a vytvoření nové značky MUNABO

Zlatý delfín ——— Kristýna Černá a Daniela Kolářová, SuperZoo – Plaček Pet Products za kompletní využití filmového partnerství ke zvýšení povědomí o značce, zlepšení positioningu a růstu tržeb

Zelený delfín ——— Mgr. Jan Šumbera, Černá louka Ostravské Vánoce za excelentní organizaci významného regionálního tematického eventu

Růžový delfín ——— Ing. Radka Vlažná, České dráhy za úspěšnou strategii a dlouhodobý koncept, zaměřený na zlepšení vnímání značky

Cena prezidia ČMS – Duhoví delfíni ———
| Ing. Miroslava Bušková, United Bakeries za úspěšné zavedení kváskové řady Baker Street na trh
| Jan Daneš, Startup Media Quizit za realizaci projektu Quizit jako nového nástroje interaktivního marketingu
| Ing. Jindřich Hovorka, Bauhaus za kreativní dlouhodobou kampaň založenou na využití známé osobnosti s humorem a nadsázky
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| Mgr. David Sladovník a Václav Koukolíček, CocaCola za realizaci edukativní kampaně „Navždy spolu", zaměřenou na recyklaci PET lahví a víček
| Zbyněk Vičar, Vinařský fond za kvalitní realizaci aktivační multikanálové kampaně brandu „Vína z Moravy, vína z Čech"
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Mladý delfín ———
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| Ing. Kateřina Petko, Czechoslovak Group za návrh nové vizuální identity – cenu převzal Lukáš Novotný, manažer marketingu Czechoslovak Group
| Ing. Martin Hejl, THIMM obaly za úspěšnou realizaci projektu „Vtipný hravý marketing aneb z vlnité lepenky cokoli"

Čestná uznání za úspěšnou nominaci ———

| Radovan Auer, Svět knihy za přeměnu knižního festivalu Svět knihy na kulturně společenskou akci, která propaguje čtení a vzdělání obecně

| PhDr. Ivan Duškov, VZP za inovativní využití principu e-commerce při zvýšení zdravotní gramotnosti a posílení pozice značky

| Ph.D. Radim Pařík, PRPartners Asociace vyjednávačů za realizaci komunikačního projektu zaměřeného na vyjednávání a rétoriku a ovlivňování

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| Ing. Tomáš Richtr, Hero Czech Corny za úspěšnou marketingovou podporu nového produktu

| Michal Roud, M+H za realizaci nové komunikační strategie

| Mgr. Šuchrat Saidov, SILON za inovativní využití CSR aktivity

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Cenu za marketingovou strategii ——— studentský tým Bc. Kristina Nagyová, Bc. Kristina Svoradová a Bc. Oryna Martiushenko z University Konstantina Filozofa v Nitře za projekt „Tribeč"

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Cenu za realizovatelnost návrhu ——— studentský tým Bc. Dominika Danišová a Bc. Patrik Keresztes-Nagy z University Konstantina Filozofa v Nitře za projekt „Nový park na Sihoti"

DICTIONARY OF USEFUL MARKETING TERMS ɴ

non-responsive | *nereagujúci* ——— Many diseases are non-responsive to conventional therapy. | *Mnohé choroby nereagujú na konvenčnú terapiu.*

non-returnable | *nevratný* ——— These bottles are still non-returnable. | *Tieto fľaše sú ešte stále nevratné.*

non-scientific | *nevedecký* ——— It is hard to explain how this complex system works in non-scientific language. | *Je ťažké vysvetliť v nevedeckom jazyku, ako tento zložitý systém funguje.*

non-secure | *nezabezpečený* ——— Your bank will never ask you to provide sensitive information through a nonse**c**ure means. | *Vaša banka vás nikdy nepožiada o poskytnutie citlivých informácií nezabezpečeným spôsobom.*

nonsense | *nezmysel* ——— This work is nonsense. | *Táto práca je nezmysel.*

nonsensical | *nezmyselný* ——— His methods of research evaluation produce nonsensical results. | *Jeho metódy hodnotenia výskumu prinášajú nezmyselné výsledky.*

nonstandard | *neštandardný* ——— The proportion of the workforce with nonstandard contracts is constantly rising. | *Podiel pracovnej sily s neštandardnými zmluvami neustále rastie.*

non-statistical | *neštatistický* ——— As there are no figures available, they have to take a non-statistical approach. | *Keďže nie sú k dispozícii žiadne údaje, musia použiť neštatistický prístup.*

nonstop | *nepretržite* ——— She talked nonstop about her latest achievement. | *Nepretržite hovorila o svojom najnovšom úspechu.*

non-temporal | *nečasový* ——— They use both temporal and nontemporal information to interpret the event. | *Na interpretáciu udalosti používajú časové aj nečasové informácie.*

non-traditional | *netradičný* ——— They are returning to their heritage and traditions in a nontraditional way. | *Netradičnou formou sa vracajú k svojmu dedičstvu a tradíciám.*

non-verbal | *neverbálny* ——— Culture plays a large part in non-verbal communication. | *Kultúra zohráva veľkú úlohu v neverbálnej komunikácii.*

norm | *norma* ——— It is a social norm that says drunkenness is inappropriate behavior. | *Je to spoločenská norma, ktorá hovorí, že opilstvo je nevhodné správanie.*

normal | *normálny* ——— The two countries resumed normal diplomatic relations. | *Obe krajiny obnovili normálne diplomatické vzťahy.*

normalize | *normalizovať*
Regular yoga exercises tend to lower or normalize blood pressure. | *Pravidelné cvičenia jogy majú tendenciu znižovať alebo normalizovať krvný tlak.*

note | *odkaz, poznámka, nota, nádych, poznamenať* ——— She left a note to say she would be home late. | *Nechala odkaz, že príde neskoro domov.*

notebook | *notebook* ——— Our product is good for high-school or college students that need a backpack equipped to carry a notebook computer. | *Náš produkt je vhodný pre študentov stredných a vysokých škôl, ktorí potrebujú batoh vybavený na prenášanie notebooku.*

notice | *záznam, upozorniť, všimnúť si* ——— Her teacher would immediately notice her absence. | *Jej neprítomnosť by si učiteľ okamžite všimol.*

noticeboard | *nástenka* ——— The reception desk at their headquarters is dominated by a large noticeboard giving the company's performance. | *Recepcii v ich sídle dominuje veľká nástenka informujúca o výkone firmy.*

novelty | *novinka* ——— Seeing people queuing for food was a novelty. | *Vidieť ľudí v rade na jedlo bolo novinkou.*

NPD (new product development) | *skratka pre vývoj nového produktu* ——— Product innovation includes the NPD programs. | *Inovácia produktov zahŕňa programy NPD.*

nuance | *nuans, odtieň* ——— Linguists research into the nuances of language. | *Lingvisti skúmajú nuansy jazyka.*

null | *nulový, neplatný* ——— They asked the supreme court to declare the sentences null and seek compensation. | *Žiadali Najvyšší súd, aby rozsudky vyhlásil za neplatné a žiadali odškodnenie.*

null and void | *neplatný* ——— The election was declared null and void. | *Voľby boli vyhlásené za neplatné.*

null hypothesis | *nulová hypotéza* ——— A null hypothesis is a type of statistical hypothesis that assumes that no statistical significance exists in a set of given observations. | *Nulová hypotéza je typ štatistickej hypotézy, ktorá predpokladá, že v súbore daných pozorovaní neexistuje žiadna štatistická významnosť.*

nullification | *anulovanie* ——— This decision amounts to a nullification of all the progress that we have recently made. | *Toto rozhodnutie znamená anulovanie všetkého pokroku, ktorý sme nedávno dosiahli.*

nullify | *anulovať, zrušiť* ——— All my hard work was nullified when my unsaved notes suddenly disappeared. | *Všetka moja tvrdá práca bola anulovaná, keď moje neuložené poznámky zrazu zmizli.*

nullity | *nulita* ——— The nullity of the contract meant that they had to prepare a new one. | *Neplatnosť zmluvy znamenala, že museli pripraviť novú.*

number | *číslo* ——— What's our flight number? | *Aké je číslo nášho letu?*

number one | *číslo jedna, vedúci, jednotka* ——— He's still the world number one in tennis. | *Stále je svetovou tenisovou jednotkou.*

numerable | *početný, mnohý* ——— She has made it very clear to him on numerable occasions that his behavior is just not acceptable. | *Pri mnohých príležitostiach mu dala veľmi jasne najavo, že jeho správanie je jednoducho neprijateľné.*

numeral | *číslovka, číslica* ——— This is marked with roman numerals. | *Toto je označené rímskymi číslicami.*

numerate | *počítať* ——— Besides having good IT skills, this candidate is also able to numerate and this is the ideal combination our organization needs. | *Okrem toho, že má dobré IT zručnosti, dokáže tento kandidát aj počítať a to je ideálna kombinácia, ktorú naša organizácia potrebuje.*

numeration | *číslovanie* ——— Their language has a very complex system of numeration. | *Ich jazyk má veľmi zložitý systém číslovania.*

numeric | *numerický* ——— Respondents answer questions on a numeric scale from 0 to 5, so the findings can be quantified. | *Respondenti odpovedajú na otázky na číselnej škále od 0 do 5, takže zistenia je možné kvantifikovať.*

numeric keypad | *numerická klávesnica* ——— Her laptop has no numeric keyboard. | *Jej notebook nemá numerickú klávesnicu.*

numerical | *číselný* ——— She keeps her documents in numerical order. | *Svoje dokumenty uchováva v číselnom poradí.*

numerical analysis | *numerická analýza* ——— Numerical analysis has been developed to illustrate the implications of the model. | *Na ilustráciu dôsledkov modelu bola vyvinutá numerická analýza.*

Literatúra | *List of References* ——— [1] Cambridge Business English Dictionary. 2024. [online]. [cit. 2024-04-04]. Dostupné na: <https://dictionary.cambridge.org> | [2] Collins Dictionary. 2024. [online]. [cit. 2024-04-04]. Dostupné na: <https://www.collinsdictionary.com>

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