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Trendy v podnikání
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▶ Business Administration ▶ Management ▶ Marketing
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POSLÁNÍ

Časopis „Trendy v podnikání“ je vědeckým recenzovaným periodikem vydávaným Fakultou ekonomickou Západočeské univerzity v Plzni.

Posláním časopisu je publikovat původní teoretické i aplikační výstupy výzkumu českých i zahraničních autorů zejména v zaměření na podnikovou ekonomiku a management. Časopis je ale také otevřen příspěvkům orientovaným mezioborově, protože často jen takto široce lze jak teoreticky, tak i aplikovaně řešit problémy současné hospodářské praxe a přinášet poznatky o nových a inovativních postupech. Časopis je orientován především na témata zahrnující vývoj nových metod, inovace aplikačních postupů a poslední trendy v podnikové ekonomice, managementu, marketingu a ve financích a účetnictví.

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AIMS & SCOPE

The journal ”Business Trends“ is a scientific, reviewed periodical published by the Faculty of Economics, University of West Bohemia in Pilsen, the Czech Republic.

The aim of the journal is to publish original theoretical and application outputs of the Czech and foreign authors, mainly focusing on business economics and management. The journal is also open to contributions dealing with interdisciplinary topics because only this way the issues of the current economic practice can be solved both theoretically and also by means of applied procedures, and like this, the findings concerning new and innovative methods can be disseminated. The journal aims mainly at topics including the development of new methods, innovations of applied procedures and the latest trends in business economics, management, marketing, finance and accounting.

The journal is meant for professional audience, including:
- professional and scientific workers of educational institutions specializing in the fields within the scope of the journal;
- managers and executives especially in the business sector;
- students of the follow up master and doctoral studies in the field of business management.

Business trends is a methodologically pluralistic journal. It provides results based on quantitative, qualitative and mixed research as well as conceptual contributions and articles developing theoretical cognition. Tests of empirical hypotheses and treatises containing case studies are also frequently published.

Each article is reviewed by two reviewers anonymously. The reviews are provided by the editorial board of the journal. The journal cannot publish any articles that were published or offered for publication in another journal or a book.

TRENDY V PODNIKÁNÍ
BUSINESS TRENDS

Obsah – Content

Zveřejněné příspěvky byly recenzovány. Příspěvky neprocházejí jazykovou redakcí. / Contributions in the journal have been reviewed but not edited.

Klíčová slova – Keywords:
Podniková ekonomika – Business Economics
Management – Management
Marketing – Marketing
Finance a účetnictví – Finance and Accounting

Editorial

Milé čtenářky a milí čtenáři,
právě pročítáte první stránky druhého čísla časopisu Trendy v podnikání v roce 2023. V tomto čísle naleznete opět mix různých témat, na která se zaměřují autoři a autorky z tuzemska i ze zahraničí. Několik článků vzešlo z mezinárodní konference XB-CON, o které se můžete dočíst hned na následující stránce. Jsme rádi, že odborné události jako je konference XB-NOC, nebo Trendy v podnikání doplňují naši redakci o zajímavá témata. V tomto čísle najdete celkem osm článků, které se zabývají tématy jako je regionální ekonomika, podniková ekonomie, a velké zastoupení má tentokrát oblast marketingu, obchodu a turismu.
První článek představuje téma laboratoří evropské integrace na příkladu česko-německého příhraničního regionu. Autoři Bertram, Chilla a Hippe využili dvoustupňovou delphi metodu k identifikaci témat, který jsou běžně přeshraniční spolupráce, P2P projekty nebo turismus. Jako výzva může být spatřována doprava či zdravotní péče. Autoři také zdůrazňují další harmonizaci a přeshraniční sektorové plánování, které rozvíjí přeshraniční rozvoj.
Výzkum faktorů ovlivňujících pronikání otevřených inovací v Česku a Německu se věnuje článek Vacíka a Špačka. Na základě komparace autorům vychází, že zavádění otevřených inovací probíhá v Česku pomaleji. U dalších parametrů, jako úspěšnost vývoje radikálně nových nebo výrazně zdokonalených produktů a služeb, doba vývoje nových produktů a služeb, nebo přijetí inovovaných produktů a služeb trhem, je identifikována shoda.
Zaměstnávání generace Z je v podnikové praxi důležité téma, proto se článek Světlany Myslivcové zabývá aspekty, které potenciální zaměstnanci generace Z považují za důležité při výběru zaměstnavatele. Mimo tyto faktory výzkum zkoumá i komunikační zdroje a ovlivňovatele potenciálních zaměstnanců.
Dědková a Ungerman zjišťovali, jak globální společnost dm-drogerie markt GmbH komunikuje na německém a českém trhu. Výzkum identifikoval převažující strategii adaptace nad strategií standardizace. Jedním z příkladů adaptace je tvorba komunikačního obsahu; u německých zákazníků je založen na společenské odpovědnosti podniku, zatímco u českých zákazníků využívá podnik jako hlavní prodejní argument cenu.
Marketingovou komunikací, resp. využitím emocí při komunikaci destinací se zabýval článek autorského kolektivu z Mendelovy univerzity v Brně. Jejich výzkum identifikoval emoce využívané v komunikaci českými organizacemi destinačního managementu. Jako klíčové emoce byly identifikovány zájem, inspirace, nadšení, klid a radost. Oproti tomu aspekty jako loajalita, vděčnost, závazek a síla byly v kampaních využívány méně. Destinace ke komunikaci využívají mnoho nástrojů, ale webová stránka zůstává stále hlavním komunikačním nástrojem. Tejklová a Vašková se proto zabývaly výzkumem účinnosti webových stránek českých destinací. Jako nedostatky byly identifikovány chybějící kontaktní informace, informace o dostupnosti nebo o udržitelném cestování.
Právě udržitelný turismus je hlavním tématem napříč sektorem turismu. Randuška ve svém výzkumu aplikuje síťovou analýzu pro zkoumání turistických proudů v regionu Košice. Tím může destinační management odhalit problémové oblasti, ale také lze identifikovat podnikatelské příležitosti, které plynou z vysoké koncentrace poptávky v určitém místě a čase. Tento typ analýzy se tedy může stát strategickým nástrojem pro udržitelný rozvoj destinací.
Tématem udržitelnosti v turismu se zabývá i poslední článek na příkladu poutního turismu. Říkovský s využitím systematické rešerše publikovaných vědeckých článků zkoumá, jakým způsobem může být vnímán poutní turismus, a zda ho lze označovat za udržitelnou formu turismu.
Na závěr bych rád vyslovil vřelé díky za to, že časopisu věnujete svou pozornost a přízeň. Budeme se i v dalším roce těšit na nová témata, která budou otevírat další odbornou diskuzi.

za redakci časopisu
Petr Janeček

Ohlédnutí za úspěšnou mezinárodní vědeckou konferencí „XB-CON 2023“ a dosavadní spoluprací v česko-bavorském příhraničí

Ve dnech 9. až 10. listopadu 2023 se uskutečnila již tradiční mezinárodní vědecká konference „XB-CON 2023 Příležitosti a hrozby podnikové ekonomiky v přeshraničním srovnání“, pořádaná Fakultou ekonomickou Západočeské univerzity v Plzni. Tato odborná událost přilákala pozornost účastníků nejen z akademické obce z české i bavorské strany, ale také z podnikatelského sektoru, s rekordní účastí z domácích i zahraničních vysokých škol, institucí a firem.

Sedmý ročník konference, konající se opět v Hotelu Orea Horizont v Železné Rudě, se věnoval zejména klíčovým tématům, jako jsou inovace, udržitelný rozvoj, umělá inteligence a rozvoj specifických kompetencí v oblasti podnikové ekonomiky. Většina příspěvků byla prezentována v přeshraničním srovnání či jako ukázka příkladů dobré praxe, což otevřelo dveře k zajímavým a perspektivním podnětům pro další výzkum a možnosti spolupráce.

Děkanka Fakulty ekonomické Západočeské univerzity v Plzni doc. Ing. Michaela Krechovská, Ph.D. zahájila konferenci s vizí zintenzivnění spolupráce českých a bavorských škol, institucí a podniků. *„Samotné téma přeshraniční spolupráce a v širším kontextu pak mezinárodní spolupráce je stále více aktuální, zvláště s přihlédnutím k současnému dění. Spolupráce vytváří prostor k růstu, vytváří mnoho příležitostí, které je možné vzájemným úsilím lépe zužitkovat. FEK dlouhodobě podporuje a rozvíjí přeshraniční spolupráci a kooperaci se zahraničními partnery, především v sousedních spolkových zemích. Tato spolupráce přinesla od prvního ročníku pořádání konference v roce 2011 již řadu pozitivních výsledků. Hmatatelnými důkazy je již několik realizovaných projektů v oblasti česko-bavorského příhraničí podpořených ze strany MMR, MŠMT, BTHA či Česko-německého fondu budoucnosti, stejně tak jako aktivní double degree studijní programy s Hochschule Hof, University of Applied Sciences, a pořádání International Summer School on Sustainability ve spolupráci s Ostbayerische Technische Hochschule Amberg-Weiden. Nyní společně s OTH Amberg-Weiden připravujeme další double degree studijní program v rámci bakalářského profesního studijního programu Management and Digital Technology, na jehož podporu fakulta úspěšně získala projekt v rámci programu INTERREG Bavorsko – Česko 2021-2027. Cílem Fakulty ekonomické je tedy i nadále do budoucna tuto plodnou spolupráci českých a bavorských škol, institucí a podniků dále prohlubovat*“, uvedla děkanka.

Kromě vědeckých příspěvků měli účastnice a účastníci možnost naslouchat cenným zkušenostem z praxe zástupců firem, kteří se aktivně podíleli na prezentacích i diskusi. Konference se zúčastnilo během dvou dnů více jak 80 přihlášených doslova z celého světa.

Inovací letošní konference byl mezinárodní „career4PROF“ workshop pro studující doktorských studijních programů a zájemce o doktorské studium, pod vedením prof. Ing. Jana Čadila, Ph.D. ze Západočeské univerzity v Plzni a Prof. Dr. Tobiase Chilly z Friedrich-Alexander University Erlangen-Nürnberg. Tato nová iniciativa poskytla studujícím doktorského studia a začínajícím vědkyním a vědcům jedinečnou příležitost k hlubšímu sdílení poznatků o vědecké práci včetně publikování vědeckých výstupů s možnou diskusí s oběma experty.

Pozitivní ohlasy a spokojenost účastníků jednoznačně reflektují na vysokou úroveň obsahu a organizace konference. Pro další šíření nových poznatků a nápadů budou nejlepší příspěvky začleněny do sborníku konference, který bude odeslán na začátku roku 2024 k již pravidelné indexaci do Web of Science (WoS). Některé významné příspěvky zároveň našly své místo v časopise Trendy v Podnikání.

za organizační a vědeckou radu konference
doc. Ing. Dita Hommerová, Ph.D., MBA

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THE LABORATORY DIMENSION IN CROSS-BORDER DEVELOPMENT: INSIGHTS FROM THE CZECH-GERMAN BORDER REGION

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Abstract: Europe's internal border regions are often referred to as the 'laboratories of European integration'. There are still many barriers along these borders that can potentially be overcome through successful cross-border cooperation. We address the laboratory dimension of cross-border cooperation in a two-stage Delphi survey with experts from the Czech-German border region.
First, our results show that certain laboratory functions are essential for the Czech-German border region. Problem-oriented testing in everyday life and learning from best practice examples of other border regions seem to be a key for cross-border development. Second, 'classical' cooperation topics such as people-to-people projects or tourism work quite well. In contrast, the 'big' issues, such as transport or health services, seem to be rather challenging. Third, we see that formal cross-border sectoral planning or further cross-border regional harmonization could intensify the cross-border development. Our results are based on the project "Cohesion in border regions" (CoBo) which is funded by the German Federal Ministry of Education and Research.

Keywords: border studies, cross-border cooperation, cross-border integration

JEL Classification: C83, O18, O19, R58

INTRODUCTION

In recent decades, cross-border interlinkages have increased significantly in many intra-European border regions. Cross-border commuters, institutions and infrastructure projects are only a few examples for spatial integration processes (Decoville & Durand, 2019; Turner et al., 2022; Zumbusch & Scherer, 2015). Against this background, border regions are also referred to as 'laboratories of Europe', as this is where the European idea is most evident (European Commission, 2021). However, border regions have been severely affected by border controls and closures in the wake of the COVID-19 crisis. The Schengen Agreement was suspended at numerous borders and cross-border flows were strongly restricted (Chilla et al., 2022; Gareis & Kurnol, 2023; Guillermo Ramírez, 2022; Medeiros et al. 2021; Weber 2022). This crisis came along with many negative implications, but the COVID-19 crisis also opens opportunities for cross-border cooperation (cf. Dittel, 2023; Hippe et al., 2022; Kajta & Opiłowska, 2021; Weber et al., 2021). Political attention for border-related issues has increased, new communication channels have been created, and the need for strong socioeconomic integration has become more prominent. Thus, lessons from the crisis need to be effectively addressed to strengthen resilience in times of polycrisis.
In the field of cross-border integration, the Interreg program has played a prominent role in recent years with rather substantial budgets made available for cross-border activities. Nevertheless, it is evident that cross-border barriers still strongly affect cross-border integration (Chilla & Lambracht, 2022; Durand et al.,

2020) that cannot be removed by Interreg based cooperation. Especially during the COVID-19 crisis, differences in the legal system and different responsibilities in public administration became apparent. This results from so-called (multi-level) mismatches between two nation states (Chilla et al., 2012; Opioła & Böhm, 2022). In addition, language barriers and differences in the education system hamper integration (Kurowska-Pysz et al., 2018). Furthermore, in the area of infrastructure in border regions, different planning systems 'clash' and accessibility is lower in the cross-border context compared to domestic regions (Bertram et al., 2023; Cavallaro & Dianin, 2020; Chilla & Heugel, 2022).
Against this background, this article addresses the following research questions:

I. To what extent is the Czech-German border region a laboratory of European integration in times of polycrisis?
II. Which topics are conceived as more successful or rather problematic in the Czech-German cross-border cooperation?

Our research results provide arguments on the future development of border regions and cross-border cooperation. The results of a two-stage Delphi survey with numerous border regional experts from the Czech-German border region allow conclusions to be drawn about the concept of cross-border integration.

1. CONCEPTUAL FRAMEWORK

1.1. Cross-border cooperation

Inner European border regions have a crucial impact on the daily lives of many people and are characterized by an immense diversity of economic, political, cultural and social dimensions (Durand & Decoville, 2020; Hippe et al. 2023; Jakubowski, 2020; Jakubowski & Wójcik, 2023). In this context, the border itself can act as a powerful 'resource', fostering numerous cross-border linkages and leading to innovative processes in border regions (Cappellano et al., 2023; Sohn, 2014). To enable these cross-border flows, open borders and the free movement of people and goods are essential (Hippe et al., 2022; O'Dowd, 2002). The introduction of the European Single Market and the Schengen Agreement have facilitated a large number of such linkages and consolidated them by reducing transaction costs (Havlíček et al., 2018).
Despite this progress, border studies point to still persistent obstacles for cohesion in European border regions (Kurowska-Pysz et al., 2018). Due to different legal systems, there is often a 'multi-level mismatch' at borders, which poses significant challenges for joint cross-border solutions to existing problems due to different responsibilities on both sides of the border (Chilla et al., 2012). Examples include difficulties in transporting patients across borders due to a lack of harmonization, and the debate on teleworking by border commuters during and after border closures due to the COVID-19 pandemic (European Commission, 2017; Bruurs, 2023). In addition, 'mental borders' and language barriers continue to complicate daily life in European border regions (European Commission, 2016).
Moreover, road and rail infrastructure in border regions is often insufficient, resulting in longer travel times and distances for cross-border interactions (Christodoulou & Christidis, 2019). The process of improving cross-border accessibility is still ongoing, as many border regions suffer from the so-called tunnel effect, where connections cross the border bypass the actual border area (Bertram et al., 2023). In addition, morphological features linked to borders, such as mountains, rivers, and coasts, can pose geomorphological barriers to cross-border cooperation (e.g., Chilla & Heugel, 2022; Klatt & Herrmann, 2011). Longstanding challenges to cross-border coordination have been exacerbated by the recent partial reintroduction of border controls, leading to increased Euroscepticism and signs of 'rebordering' (Durand et al., 2020; Schimmelfennig, 2021).
In European border regions, the importance of cross-border cooperation is becoming increasingly apparent. Such cooperation is a central part of the European integration process, but often faces complex obstacles (Caesar & Pallagst, 2022). Cross-border cooperation does not have formal political mandates for harmonization or large investments. By long-term cooperation efforts, however, existing barriers

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and frictions can be eased and managed. The success of such cooperation depends on common interests, political opportunities, local actors and effective multilevel governance (Wong Villanueva et al., 2020; Zumbusch & Scherer, 2015). Governance in this context can be understood as a cross-border network of politics, administration, business and civil society (Bufon, 2011; Kramsch & Mamadouh, 2003). Cross-border cooperation initiatives aim not only to overcome administrative or cultural boundaries, but also to create cross-border benefits in different sectors (Scott, 2015). This leads to institutional ambiguity from informal working communities at the local level to large macro-regions (Kaucic & Sohn, 2021).

In Europe, the idea of 'soft spaces' with blurred borders has developed, supported by cooperation programs (Allmendinger et al., 2014; Purkarthofer, 2018, González-Gomez & Gualda, 2020). The focus is on cross-border spatial development, coordination and mutual learning (Metzger & Schmitt, 2012). Border regions are thus part of European spatial development and play a key role in cross-border spatial planning (Purkarthofer, 2016). Due to the non-governmental nature of cross-border cooperation, strategic spatial planning and cross-border spatial development concepts are crucial, often referred to as 'storytelling' (Caesar & Pallagst, 2018). A sustainable cross-border planning dialogue involving economic partners and municipalities is fundamental (Purkarthofer, 2016).

The basic prerequisite for cross-border cooperation is the ability to interact across open borders (Blatter, 2004). However, in times of crisis, divergent interests can lead to hindered or suspended cooperation (Kajta & Opiłowska, 2021). The COVID-19 pandemic shows that crises can reduce the means for collaboration and lead to closed borders (Böhm, 2021; Medeiros et al., 2021; Lara-Valencia & García-Pérez, 2021).A strategic perspective is crucial to identify border-specific needs and specific tools to address problems (Prokkola, 2019). Multilevel, cross-sectoral, and long-term approaches are important, and border regions serve as 'laboratories of European integration' (Kolossov & Scott, 2013; Decoville & Durand, 2019).

1.2. The Czech-German border region

The reflection on the Czech-German border area has to consider the historical background as well as the current socioeconomic and institutional setting.

In contrast to many other European border regions, cross-border integration was only possible after the fall of the Iron Curtain. After Czechia's accession to the EU, cross-border integration intensified toward a well-integrated economic area. Nevertheless, cross-border cooperation is still quite young compared to Germany's western borders (Bloßfeldt, 2022; Chilla & Sielker, 2022; Hippe & Chilla, 2021). The institutionalization of the Czech-German Euregios follow a bi-/multilateral logic as, for example, a joint cross-border office is not established which is different from most Euregios on Germany's western border. Each Euregio is a separately registered national association (Chilla et al., 2023). This is also different in the German border regions at the western borders where most of the Euregios are jointly institutionalized and some of them already have the status of a European Grouping for Territorial Cooperation (EGTC), which establishes a joint legal personality (cf. Evrard, 2016). An advisory board for cross-border cooperation with the Czech Republic was founded under the coordination of the Bavarian Minister for European Affairs in 2023 (Bayerische Staatsregierung, 2023). However, so far only Bavarian institutions are involved in this process, so that there is still potential in cross-border terms. During the COVID-19 crisis, there were also considerable Eurosceptic tendencies on the Czech side, which made cross-border development more difficult (Novotný, 2021; Novotný & Böhm, 2022).

The Czech-German border region is of predominantly rural character. The situation is also hampered by the geomorphological conditions along the border, including a series of middle mountain ranges (e.g. Elbe Sandstone Mountains, Ore Mountains, Bavarian Forest and Šumava). These topographical features lead to barrier effects of the rail and road infrastructure (Bertram et al. 2019). From an economic point of view, however, this results in tourism potentials, so that the tourism sector is considered to be of great importance (Stoffelen & Vanneste, 2017). The border region is surrounded by large cities and metropolises to a certain extent. This results in opportunities for connectivity, but also the danger of the so-called tunnel effect,

with cross-border interaction taking place mainly across the border region (De Boe et al., 1999; Topaloglou et al., 2005).
On both sides of the border, many regions are confronted with a declining population, an aging population, and a shortage of skilled workers (cf. Stoffelen et al., 2017). The aforementioned issues are stress factors in the resilience discourse and can weaken a region's resilience, creating risks for future crises (cf. Hippe et al., 2023; Prokkola, 2019).

2. METHODOLOGY

The empirical work originates from the research project 'BMBF CoBo (Cohesion in border regions)', which examines the cohesion in all border regions with German participation. We applied a two-stage Delphi survey to analyze future development options for the German border regions. In this article, we present several results for the Czech-German border region. The methodology of the Delphi survey has also already been referred to in Hippe et al. (2022).
The Delphi approach is a systematic multi-stage survey aiming to identify future developments and pathways (Evrard et al., 2014), which uses interviews in an established method based on successive rounds of expert opinions for future-oriented problem-solving (Wolf, 2017). The process also involves a written, structured consultation building on the findings of the previous survey (Häder, 2014). Our Delphi survey included qualitative and quantitative elements using multiple-choice and open-ended questions, while elementary parts of the questionnaire aimed to identify and discuss future developments and policy options for border regions with German participation. The first round was conducted from December 2021 to January 2022, the second from June to August 2022. For the first survey, a total of 54 experts in the Czech-German border region were contacted, of which a total of 24 participated (response rate: 44%; 10 Czech and 14 German experts). For our cross-border Delphi approach, we defined an expert as a person key to cross-border cooperation (i.e., Euroregion president/director, ministerial representatives, sectoral stakeholders, Interreg stakeholders, and 'visionaries'). The proportion of male participants is 58%, and that of female participants is 42%. For reasons of confidentiality, the affiliations of the experts are not presented in detail.
For the second round, only participants of the first survey were contacted. The second survey built on the findings of the first survey, allowing for validation and forward-looking in-depth analysis of the results from the first round. A total of 16 experts participated in the second survey (response rate: 67%). We evaluate the results for the Czech-German border region individually to examine border region-specific obstacles and future paths.
The survey and the article do not claim to be representative. Nevertheless, the study shows an interesting picture of opinions and allows conclusions to be drawn about cross-border cooperation in the Czech-German border region.

3. RESULTS

3.1. Border regions as laboratories of European Integration?

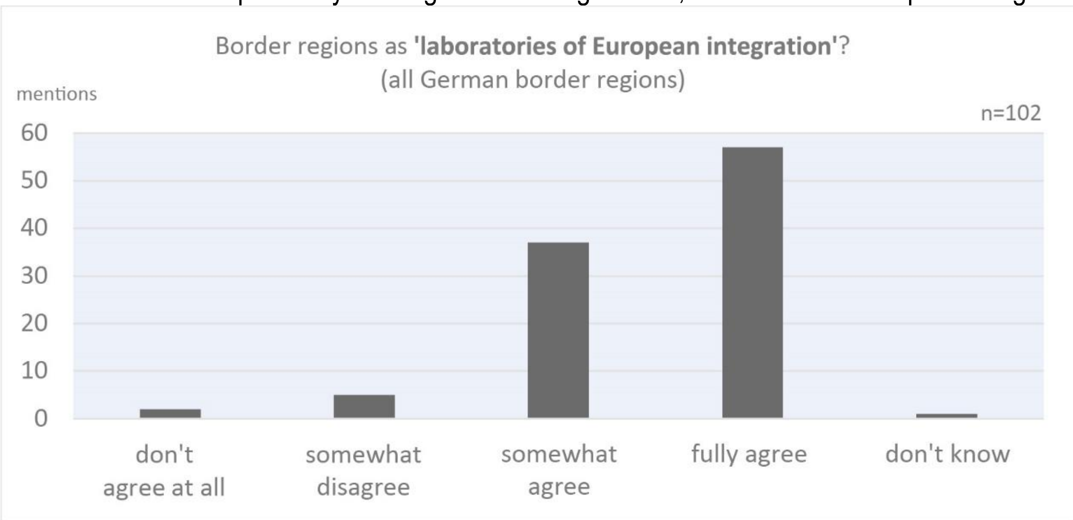
In the first Delphi step, we asked the experts, *'Border regions are often named "laboratories of European integration". To what extent do you agree with this statement?'* to get their opinion on border regions as laboratories. Participants could select 'don't agree at all', 'somewhat disagree', 'somewhat agree', 'fully agree' or 'don't know'. Furthermore, they could comment their answers. The responses are shown in Figure 1. It illustrates the results for all German border regions (n=102) and the specific responses for the Czech-German border region. The overall picture shows that the majority of experts in all German border regions agree with the statement to describe their border region as a 'laboratory of European integration'.
For the Czech-German border region (n=24), all participants agreed the statement and see border regions in some way as laboratories of European integration. In the open answers, the experts justified their answers, for example:

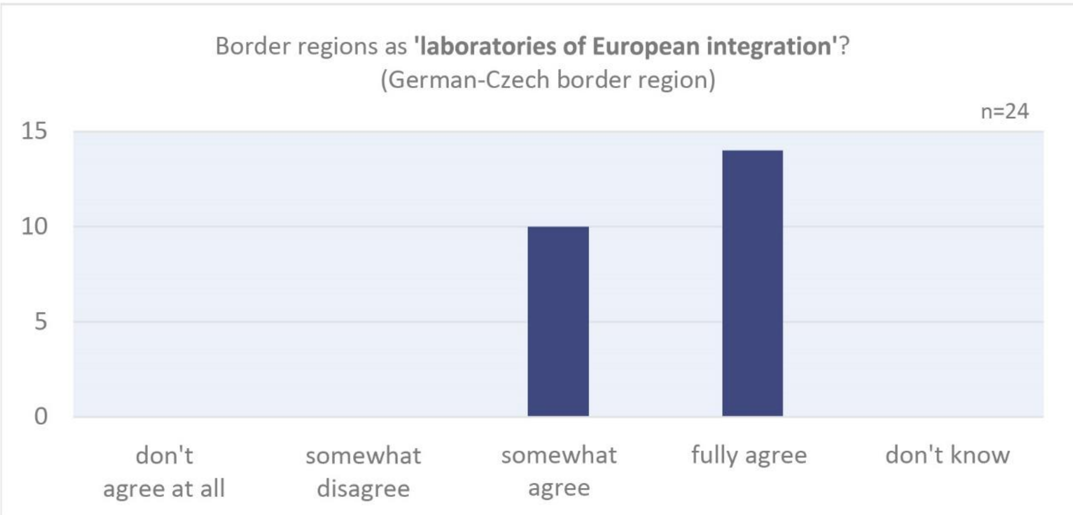
> *"Over the past 30 years, border regions have increasingly developed into interlinked areas. Structures that establish themselves in border regions thus ultimately also contribute to deepening the interconnectedness between neighbouring countries and promote the development between neighbouring countries and promote European integration".*

Another expert explains his choice with the following statement:

> *"Border regions are interfaces between EU-member states and therefore particularly faced with the full range of integration topics."*

Figure 1: Results of the Delphi Study refering to border regions as ‚laboratories of European integration'





Source: own processing, BMBF CoBo, Delphi Study 2022

Moreover, the open answers reveal laboratory functions, which are important for border regions. After the analysis of all responses of the first Delphi step, we concluded five laboratory functions of border regions:

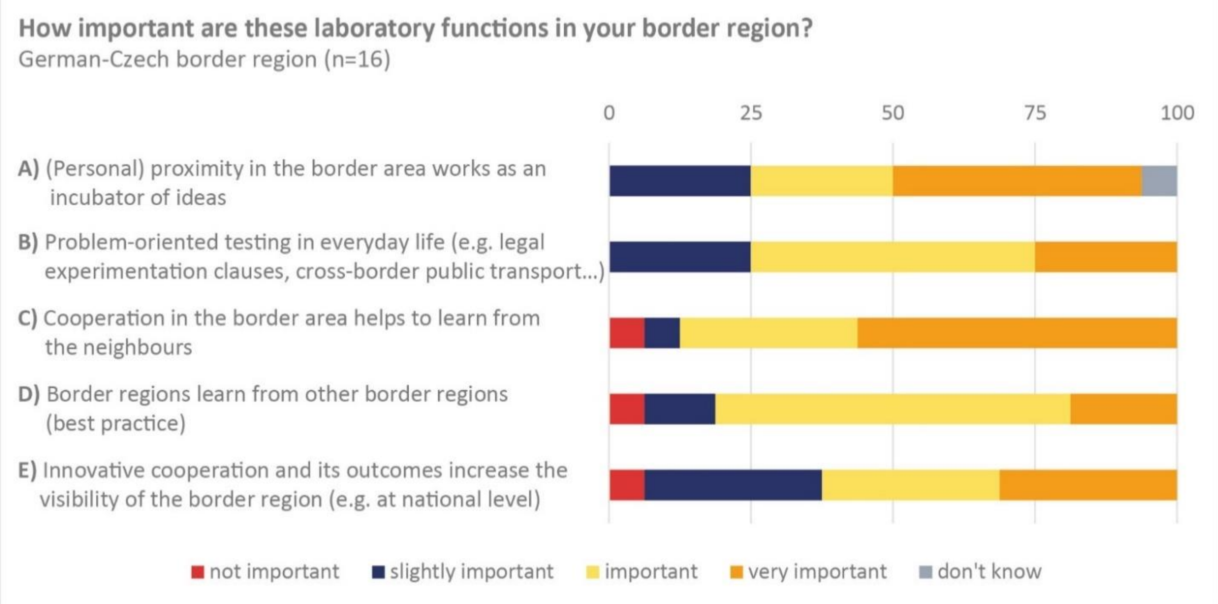
a. The (personal) proximity in the border area works as an incubator of ideas
b. The function of problem-oriented testing in everyday life (e.g. legal experimentation clauses, cross-border public transport projects)
c. Cooperation in the border area helps to learn from the direct neighbours (small-scale cross-border best practice function)

d. Border regions learn from other border regions (large-scale best practice function)
e. Innovative cooperation and its outcomes increase the visibility of the border region

Thus, we asked in the second Delphi step, *'How important are these laboratory functions in your border region?'*. Participants could select 'not important', 'slightly important', 'important', 'very important' or 'don't know' for each option.

Figure 2 shows the results for the Czech-German border region. According to the experts, the most important laboratory function in their border region is 'Cooperation in the border area helps to learn from the neighbours (small-scale cross-border best practice function)', closely followed by 'Border regions learn from other border regions (large-scale best practice function)'. Both functions support the exchange between regions and the mutual benefit from existing knowledge. In contrast to the other functions, according to the experts, the function 'Innovative cooperation and its outcomes increase the visibility of the border region' seems to be of lower importance.

Figure 2: The relevance of laboratory functions in the Czech-German border region



Source: own processing, BMBF CoBo, Delphi Study 2022

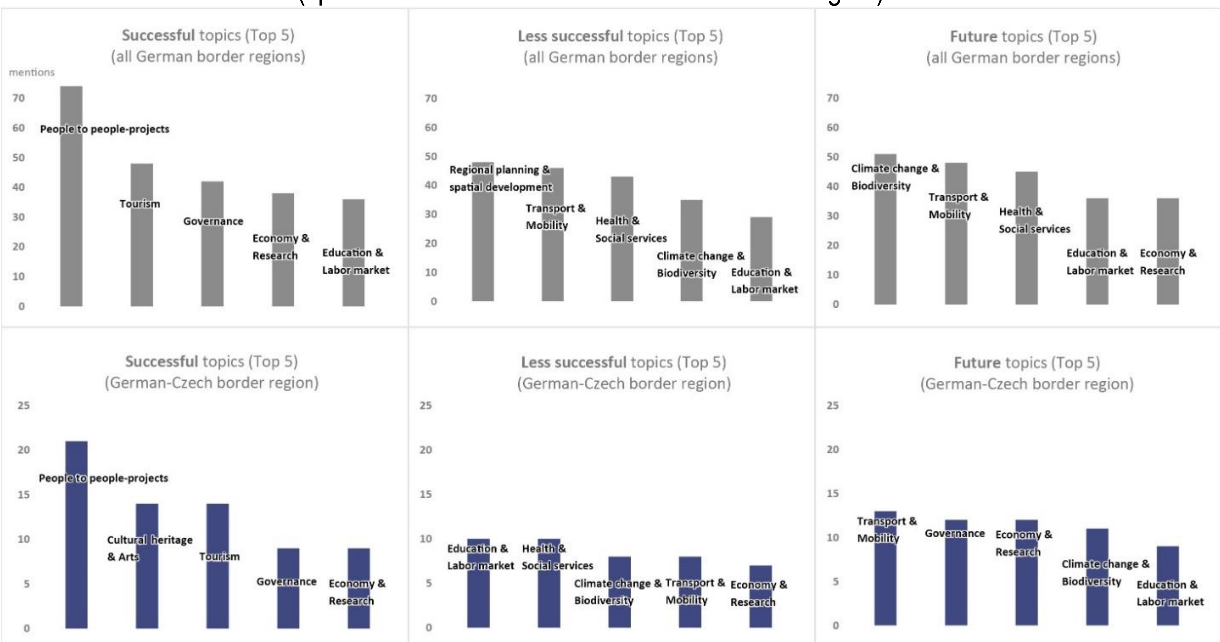
3.2. Cross-border topics: Success, Difficulties and Potentials

In the first Delphi step, we asked, *'In which of the following areas is cross-border cooperation in your region particularly successful / less successful? In which of the following areas should cross-border cooperation be intensified in your region?'* to measure and operationalize the success, difficulties and potentials of cross-border cooperation. The participants could select up to three options and comment on their answers. The options were the following: 'People to people-projects and intercultural exchange', 'Cultural heritage and arts', 'Governance and partnership', 'Economy, research and innovation', 'Education, training and labor market', 'Tourism', 'Transport and mobility', 'Regional planning and spatial development', 'Climate change and biodiversity', 'Health and social services' and 'Other'. The five most frequently mentioned answers are listed in Figure 3.

According to the experts, the most successful themes in Czech-German cross-border cooperation are 'People-to-people projects and intercultural exchange', 'Cultural heritage and arts' as well as 'Tourism'. It is striking that almost 25% of the responses were on 'People-to-people projects and intercultural exchange'. This is mainly in line with the overall response of the experts in the other border regions with German involvement. In contrast to the overall picture, projects in 'Cultural heritage and arts' seems to be a Czech-

German ‘success story’. Accordingly, it seems, that the most successful themes are of rather soft or non-controversial character. This contrasts with the responses to the less successful themes. The open answers reveal the reasons for this: Legal differences, different planning systems, high investment costs, geomorphological factors and the political level play an important role in most topics. Even if more cooperation is desired, it is often clear that the issues mentioned are barriers to cross-border cooperation. Some experts also mentioned a lack of interest in cooperation. The topics with the highest future potential are mainly important for the socio-economic development of the border region as transport, mobility, economy, research, education and labor market receive the highest responses. The answers also show that environmental challenges and mobility change are relevant in the border regions, as transport and mobility as well as climate change and biodiversity are among the top five responses.

Figure 3: Successful, less successful and future topics of cross-border cooperation in border regions with German involvement (specific focus on the Czech-German border region)



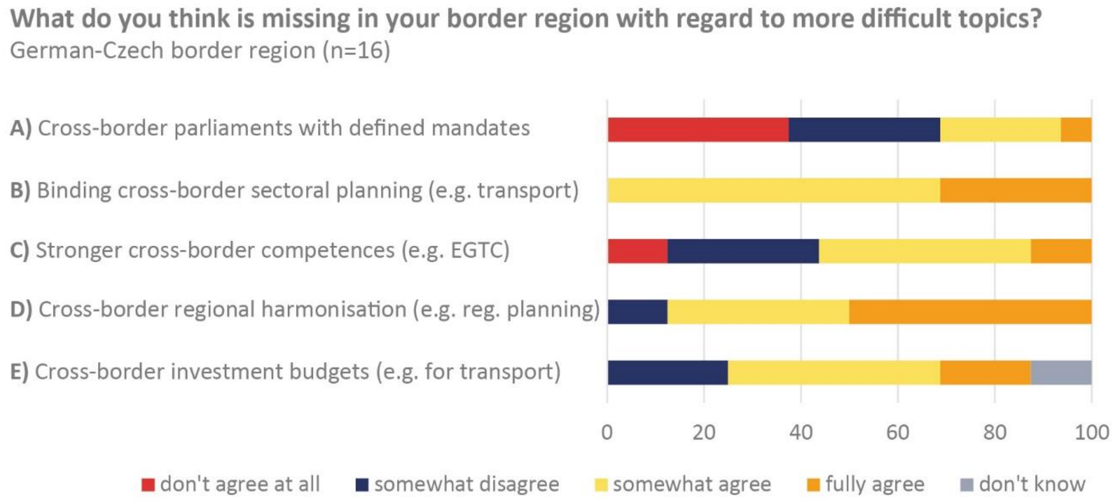
Source: own processing, BMBF CoBo, Delphi Study 2022

The answers of the first round show that existing funding programs and activities (for example Interreg) are useful and important, but may not always be sufficient for the ‘hard’ topics in cross-border cooperation. Therefore, in the second round we asked ‚*What do you think is missing in your border region with regard to more difficult topics?*‘ to identify solutions for future cross-border cooperation. Participants could select ‘don’t agree at all’, ‘somewhat disagree’, ‘somewhat agree’, ‘fully agree’ or ‘don’t know’ for each option. Furthermore, they could comment there answers. Figure 4 shows the percentage distribution of the experts’ responses.

Combining the response options 'fully agree' and 'somewhat agree', the experts see a lack of 'Binding cross-border sectoral planning' and 'Cross-border regional harmonization'. Planning often stops at national borders and the neighbouring region is not taken into account. In the transport sector, for example, this can mean that a motorway on one side leads to a secondary road on the other. Joint planning as a border region can thus prevent possible barriers. In addition to binding agreements, harmonization processes in various sectors can also reduce border barriers. One example is the recognition of qualifications. About 50% of the experts also agree that there is a lack of 'Stronger cross-border competences' and 'Cross-border investment budgets'.

The experts see less potential in a cross-border parliament with defined mandates. This is rejected by almost 70% of the experts.

Figure 4: Missing elements in cross-border cooperation for overcoming the more difficult topics in the Czech-German border region



Source: own processing, BMBF CoBo, Delphi Study 2022

CONCLUSION

Our first research question asks to what extent the Czech-German border region is a laboratory of European integration in times of polycrisis. The interviewed experts tend to see the Czech-German border region as a laboratory of European integration. The border region is seen to have important laboratory functions, which are important tools for overcoming obstacles in particularly difficult cooperation topics, such as transport, health or the labor market. In this way, laboratory functions can support the socio-economic development and resilience of the border region.

Regarding our second research question, addressing sectoral issues in cross-border cooperation, we can conclude the following. In the Czech-German border region, the soft and rather simple topics are quite successful. In contrast, cooperation in healthcare, labor market, education and mobility is still perceived as rather difficult. It seems that cross-border barriers still hamper cross-border cooperation on these topics. This leads to a large potential, in particular with a strategic dimension including laboratory functions. For example, obstacles could be overcome through cross-border regional harmonization or binding cross-border sectoral planning.

Still existing cross-border obstacles result in the risk for border regions being disadvantaged from an economic perspective compared to domestic regions. Difficult topics like e.g. mobility and transport usually involve large investment budgets and strong national interests. Cross-border cooperation therefore always depends on the political willingness on both sides across the multi-level system.

In conclusion, our study has shown that the laboratory character works rather well for the ‘softer’ cooperation topics. However, ‘harder’ topics of cross-border development are difficult to be addressed with current instruments. This raises the question if the laboratory function could be extended to more formalized instruments. A common cross-border strategy for the Czech-German border region would certainly be a helpful instrument for thinking big and paving the way for the ‘next level’ of cross-border spatial development.

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THE FACTORS INFLUENCING OPEN INNOVATION ADOPTION

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Abstract: Open innovation which has become popular concept over past two decades creates the tool enabling not only speeder development of innovation but also creation of higher quality innovation. On the other hand, the companies suffer from prejudices towards opening up internal company know-how, technology platforms or company competences to external subjects. The factors hindering the adoption of open innovation refer to both business environment factors and internal company context like firm size, company maturity, company readiness for open innovation (OI) adoption or corporate culture. This study aims to examine the factors that influence open innovation penetration in Germany and the Czech Republic. In addition, it examines potential differences or similarities in the approach to innovation in both countries. The research is based on quantitative questionnaire survey conducted in selected countries. The main findings show that open innovation adoption proceeds in a slower way in the Czech Republic as compared to Germany but other important innovation parameters as success of radically new or significantly improved products and services development, new product and service development time or market acceptance of innovative products and services are executed in rather similar way in both countries.

Keywords: Development, market, open innovation, product, service

JEL Classification: O36

INTRODUCTION

The concept of OI was pioneered by Henry Chesbrough in his iconic book in 2003 (Chesbrough, 2006). OI has been defined as “a distributed innovation process based on purposively managed knowledge flows across organizational boundaries, using pecuniary and non-pecuniary mechanisms in line with the organization’s business model” (Chesbrough & Bogers, 2014, p. 17). The firms became interested in adopting open innovation with the hope of reducing research cost, risks, and time to market (West & Bogers, 2017).

The grounds of innovation diffusion theory were laid down by Rogers (2003). He illustrated the process of continuous penetrating the innovation through the community of adopters. The intensity of this penetration depends on ability of target groups to recognize innovation benefits and become routine users. This paper deals with the interconnection of Rogers´s diffusion theory with the concept of OI coined by Chesbrough (2004).

Previous research pointed out some problems connected with OI adoption – organization might be reluctant to organizational change, success stories cannot be merely copied to other environments, not all lessons learned are applicable to other firms (Lichtenthaler, 2011).

Several large-sample survey of open innovation adoption were elaborated. Chesbrough & Brunswicker, (2014) found that the prevalent part of companies which have already adopted OI persevere in utilization of OI. In addition, customer co-creation, informal networking, and university grants were the three leading inbound practices in 2011; crowdsourcing and open innovation intermediary services were rated lowest in importance. Joint ventures, selling market-ready products, and standardization were the three leading outbound practices; donations to commons and spinoffs were least frequently used. On top of that they found out that large firms are more likely to receive freely revealed information than they are to provide such information. The same authors continued their research on OI adoption in large companies. They found out that that open innovation continues to be widely practiced in about 80 percent of responding firms. Outside-in (inbound) open innovation is more often practiced than inside-out (outbound). In other words, large firms are net takers of free knowledge flows, in part because they are concerned about IP protection for outbound knowledge. The authors moved the problematics ahead when adding new measures to examine open innovation at the project level. They found out that firms selectively manage knowledge flows into and out of projects and make the processes move from problem definition to innovation execution (Brunswicker & Chesbrough, 2018).

Blume (2020) points out a fact of missing structured taxonomy regarding the type of structures and approaches companies can use in order to deal with business model threatening open innovation processes. He proposes five basic types of corporate open innovation initiatives as a clustering matrix: (1.) Corporate Business Lab, (2.) Corporate Business Incubator, (3.) Corporate Business Accelerator, (4.) Corporate Venture Capital, (5.) Corporate Business Hub. This taxonomy was validated on a sample comprising more than 500 biggest Germany´s companies, banks, and insurances. Rohrbeck et al. (2009) describe Business Lab as a strong driver of open innovation activities which enables effective application of open innovation instruments in Deutsche Telekom company.

Failures that occurred during the OI adoption process triggered exploration of Critical Success Factors (CSF) that are conditional for smooth OI adoption. Subtil deOliveira et al (2018) come to conclusion that at least six thematic categories refer to CSF. They are leadership, internal innovation capability, network and relationships, strategy, technology management, and culture. Furthermore, a total of 22 CSFs for OI implementation were identified within these categories.

Empirical study describing open innovation adoption in Europe was published by Schroll & Mild, 2011). They found out that roughly 30 % companies were highly receptive to open innovation concept while 39 % companies see some benefits of that concept but they are reluctant to pursue open innovation at full speed. Inbound OI Important role in OI adoption plays R&D intensity that provides a counterbalance to OI adoption. By this way the firms can reduce R&D intensity through inbound open innovation. Birke and Gewald (2013) see OI adoption as a phased model when OI is adopted stepwise in dependence of complexity of the innovation. Any individual adoption step comes into effect in the wake of removal of the barriers. This approach was successfully tested on German SMEs. The research aimed at the exploration of OI adoption in SMEs was also conducted by Hungund and Mani (2019). The results confirm that SMEs adopt both open innovation and closed innovation approaches. They revealed that the firm-level factors such as firm age, firm size, education qualification, work experience and culture, and external factors such as customers, competition, technological advances, and ecosystem influence adoption of open innovation approach compared to closed innovation approach. Factors such as culture among firm-level factors and competition among external factors influence the adoption of closed innovation approach. The adoption of OI in SMEs was consequently researched by Cândido and Souza (2015) who identified four practices types, that are, indeed, characteristic of Open Innovation model: customer involvement; Research and Development (R&D) externalization; creation of new enterprises; and externalization market competencies. Other authors highlighted the role of managers, leaders, or founders in the dynamics of OI adoption process in SMEs (Barrett et al., 2021; Barham et al., 2021). The main finding is that management support is positively correlated with the dynamics of OI adoption.

The effects that slow down the adoption of innovations were devoted a great deal of attention as well. N surprise, that product complexity was proven to be meaningful protraction factor that slows down adoption process (Wei, 2012). Morgan and Finnegan (2010) addressed this issue in SW development firms where managers are reported to decide on the adoption of OI based on organizational technological, organizational,

environmental, and individual factors. On the contrary, some studies reported no effects of external idea and knowledge sourcing on SMEs (Van De Vrande et al., 2010).
Finnish authors drew attention to territory aspect of OI adoption in transition economies and revealed some differences in OI adoption process as compared with traditional west European economies (Väätänen et al., 2011). The adoption process in transition economies differentiate from that in Western Europe because of the interference of the states into the ownership. The conclusions derived from the research conducted on transition economics were complemented on by similar research carried out in SMEs in developing countries (Sezen et al., 2016). The authors pointed out of different condition which are typical for developing countries. They defined factors that either encourage or dissuade from the adoption of OI. He recommends the provision to ease the adoption of OI like incentive to leverage SME-university and SME-LE collaboration, creating innovation hubs to improve networking ability of SMEs, free IP consulting, conducting external search on behalf of SMEs.
Naqshbandi et al. (2015) envisaged the impact of organizational culture on OI adoption. They aimed at identifying organizational culture types that enable and retard the two types of open innovation activities: in-bound and out-bound. The findings showed that organisational culture was a significant predictor of OI adoption. They found out that highly integrative culture enables in-bound open innovation but does not significantly affect out-bound open innovation. Besides, hierarchy culture was proven to retard both in-bound and out-bound open innovation. Another important factor that facilitates the adoption of OI is the company readiness for OI adoption. This factor was exemplified on the process of Open-Source Software (OSS) adoption. According to (Filipe et al., 2021) a new set of conditions must be satisfied to reach a successfully OSS adoption. These conditions, considered as a critical success factor (CSF), involve a wide range of resources, capacities, and skills, both in internal and external scopes. Hence, even if adopter organizations should be better prepared to face the challenges related to collaborative innovation, they do not have a systematic approach to value its readiness level to face the adoption challenges. Similarly, Katsamakas and Xin (2019) arrived at the conclusion that open-source adoption depends crucially on organizational IT capabilities, network effects, and the fit of OSS with the organizations' application needs. Moreover, the results suggest that open-source adoption is sometimes socially inefficient.
The research that was conducted in IT sector were consolidated to OI adoption model (Kelly et al., 2006; Katsamakas & Xin (2019). Kelly et al. (2006) proposed adoption model for complex network-based information systems (CNIS) standards which extends current diffusion of innovation theory within a specific technological context. They accentuated the relevance of adoption context. Agile organizations must constantly survey the external environment to determine the potential of emerging technology. Open standards can make organizations less vulnerable to environmental flux due to uncertainties caused by the lack of transparency of proprietary standards. Another model developed by Katsamakas and Xin (2019) predicts that firms may sometimes adopt a heterogeneous IT architecture that consists of open source and proprietary software.
Economic tool with potential to support innovation development are open data, however theirs potential hasn´t been depleted yet (Abela et al., 2022). Open data may contribute to choose of relevant innovation scenario and/or to innovation process optimization. (Saebi & Foss, 2015). They can contribute to sharing of open innovation or some know-how elements as well, which finally support positive economic effects for the organisations (Boček et al. 2012).
Open innovations have indisputable positive influence on organizations' performance (Hungund & Kiran, 2017). But there are not generally accepted indicators which could verify innovation´s performance (Hagedoorn & Cloodt, 2003). The impact of open innovation adoption on company performance was examined for instance through patent analysis. The results show that open innovation adoption - in particular R&D outsourcing - positively affects innovation performance (Cammarano et al., 2017). Some authors (Cunningham & O´Reilly, 2018) criticise attitude based only on hard facts, because there are still further

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factors to be taken in account (gained experiences which can be applicated in future, new methods bringing commercial success etc.)

For many companies it is not a matter of choice to be adopters of OI, because they cannot develop everything in-house, this is valid especially for complex product development. In situations like these the companies should have resort to collaborative research that operates on OI principle (Van De Vrande et al., 2010).

1. METHODOLOGY

Methodology comes out of Content analysis of literature resources. WoS, Scopus and ProQuest databases were searched. Following logic combination of search codes as Disruptive innovation* AND ecosystem AND diffusion“ was applied. By this way 47 papers were extracted. Subsequently, questionnaire survey examining open innovation diffusion in the Czech Republic was conducted. The data were collected within 2017-2018. The scales were designed by OI-net community network that consolidates the experts, academicians, and experts under one umbrella. an identical questionnaire was sent to companies in selected EU countries. The sample of companies was composed of the set of companies operating in various industrial branches (machinery, chemistry, construction, processing industry and services). Response rate was 36 %. This paper draws attention to the adoption of OI in the Czech Republic and Germany. Since Germany is the most significant trading partner to the Czech Republic and national economy performance in the Czech Republic is closely tied with Germany´s one it was advisable to compare OI adoption process in both countries. To examine potential differences between both states four parameters which characterize company approach to innovation were subjected to quantitative testing. Sample size was 50 and 47 in Germany and the Czech Republic respectively. For each test five level scale was used. Detail description of the scales is set forth in tables 1,3,5,7. The results are presented in tables 2,4,6,8. The exploration of following topics was subjected to testing.

a) Your current open innovation status
b) Success of radically new or significantly improved products and services development
c) New product and service development time
d) Market acceptance of innovative products and services

2. RESULTS

2.1. Your current open innovation status

Tab. 1: The scale for Open adoption status

Adoption status 1	Adoption status 2	Adoption status 3	Adoption status 4	Adoption status 5
We are not adopting and not planning to adopt open innovation	We are not currently adopting open innovation, but plan to implement OI in the near future	We are in the early stages of implementing OI activities	We are in the process of refining OI activities and shaping programmes to help establish best practices in OI	We are experienced adopters of OI (processes, procedures, and best practices are in place)

Source: own research

To examine attitudes towards OI in both Germany and the Czech Republic following statistical frequencies were subjected to chi-square test. The results are following:

Tab. 2: Your current open innovation status

	Adoption status 1	**Adoption status 2**	**Adoption status 3**	**Adoption status 4**	**Adoption status 5**	***Row Totals***
Germany	12 (20.62) [3.60]	8 (6.70) [0.25]	14 (10.31) [1.32]	8 (6.70) [0.25]	8 (5.67) [0.96]	50
Czech Republic	28 (19.38) [3.83]	5 (6.30) [0.27]	6 (9.69) [1.41]	5 (6.30) [0.27]	3 (5.33) [1.02]	47
Column Totals	40	13	20	13	11	97 (Grand Total)

Source: Own elaboration

The chi-square statistic is 13.1772. The p-value is .010442. The result is significant at $p < .05$. A chi-square test of independence showed that there was no significant association between in the adoption of OI in Germany and the Czech Republic. This difference in OI adoption between these two countries is attributable to different structure of Germany business sector which produces products and services for end users. Since the target group for German business sector is end user community that can be incorporated into OI process. On the contrary, the business sector in the Czech Republic is preferably oriented on intermediate production where the interference of end-user with the product development and production is more or less restricted.

2.2. Success of radically new or significantly improved products and services development

Tab. 1: The scale for success level of new and significantly improved products and services development

Success level 1	**Success level 2**	**Success level 3**	**Success level 4**	**Success level 5**
decreased significantly	slightly decreased	remained the same	slightly increased	increased significantly

Source: own research

To examine differences or similarities in success of new or significantly improved products and services in Germany and the Czech Republic following statistical frequencies were subjected to chi-square test. The results are following:

Tab. 4: Success of new or significantly improved products and services

	Improvement level 1	**Improvement level 2**	**Improvement level 3**	**Improvement level 4**	**Improvement level 5**	***Row Totals***
Germany	5 (3.61) [0.54]	3 (2.58) [0.07]	15 (11.86) [0.83]	17 (19.59) [0.34]	10 (12.37) [0.45]	50
Czech Republic	2 (3.39) [0.57]	2 (2.42) [0.07]	8 (11.14) [0.89]	21 (18.41) [0.36]	14 (11.63) [0.48]	47
Column Totals	7	5	23	38	24	97 (Grand Total)

Source: own research

The chi-square statistic is 4.6155. The p-value is .329071. The result is not significant at $p < .05$. There is not statistically significant difference in success of new or significantly improved product and service development in Germany and The Czech Republic. This finding can be attributed to fact that the companies in both countries operate their R & D and technical development in similar competitive environment and adopt similar goal-oriented pro-innovation corporate culture. Many companies in the Czech Republic operate as German company subsidiary and pay respect to the same performance management principles.

2.3. New product and service development time

Tab. 5: The scale for new product and service development time

Development time 1	Development time 2	Development time 3	Development time 4	Development time 5
decreased significantly	slightly decreased	remained the same	slightly increased	increased significantly

Source: own research

To examine differences or similarities in new product and service development time in Germany and the Czech Republic following statistical frequencies were subjected to chi-square test. The results are following:

Tab. 2: New product and service development time

	Development time 1	**Development time 2**	**Development time 3**	**Development time 4**	**Development time 5**	***Row Totals***
Germany	3 (3.09) [0.00]	10 (7.73) [0.67]	22 (22.16) [0.00]	12 (13.92) [0.26]	3 (3.09) [0.00]	50
Czech Republic	3 (2.91) [0.00]	5 (7.27) [0.71]	21 (20.84) [0.00]	15 (13.08) [0.28]	3 (2.91) [0.00]	47
Columns Totals	6	15	43	27	6	**97 (Grand Total**

Source: own research

The chi-square statistic is 1.9323. The p-value is .748205. The result is not significant at $p < .05$. The analysis shows that there is not statistically significant difference in the product and service development time between Germany and the Czech Republic. This conclusion is in consonance with aforementioned finding concerning the success of new or improved product development. Keeping on innovation project schedule is definitely considered one of the key success factors of innovation. Companies in both countries operate innovation management within the same innovation ecosystem using similar structure of resources using almost the same innovation management practices (Stage Gate Control Process, collaborative research, innovation outsourcing, open innovation, strategic and agile approaches etc).

2.4. Market acceptance of innovative products and services

Tab. 7: Market acceptance level scale

Acceptance level 1	**Acceptance level 1**	**Acceptance level 1**	**Acceptance level 1**	**Acceptance level 1**
decreased significantly	slightly decreased	remained the same	slightly increased	increased significantly

Source: own research

To examine differences or similarities in market acceptance of innovative products and services in Germany and the Czech Republic following statistical frequencies were subjected to chi-square test. The results are following:

Tab. 8: Market acceptance of innovative products and services

	Acceptance level 1	**Acceptance level 2**	**Acceptance level 3**	**Acceptance level 4**	**Acceptance level 5**	***Row Totals***
Germany	3 (2.58) [0.07]	5 (4.64) [0.03]	22 (20.62) [0.09]	16 (17.01) [0.06]	4 (5.15) [0.26]	50
Czech Republic	2 (2.42) [0.07]	4 (4.36) [0.03]	18 (19.38) [0.10]	17 (15.99) [0.06]	6 (4.85) [0.28]	47
Column Totals	5	9	40	33	10	**97 (Grand Total)**

Source: own research

The chi-square statistic is 1.0496. The p-value is .902179. The result is not significant at $p < .05$. There is not significant statistical difference in the acceptance of innovative product or services in the market.
The results show that once the development of an innovative product is accomplished and the product or service is put on the market there is no difference in acceptance of the product or service in question in both Germany and the Czech Republic.

3. RESEARCH LIMITATION

The research was limited by a relative sample of respondents. Some reservation to OI concept still perseveres in both countries. Even if the Open innovation topic was coined 20 years ago (2003) many companies haven´t familiarize themselves with the nature of OI. Neither are they receptive to this concept nor willing to make it a part of their business.

CONCLUSION

This paper provides results of comparative research aimed at the execution of innovation practices in two neighbouring countries Germany and the Czech Republic. Concerning business collaboration these countries are mutually dependent and the comparison of selected innovation parameters can highlight potential areas for improvement. The study draws attention to four innovation topics as a) Your current open innovation status, b) Success of radically new or significantly improved products and services development, c) New product and service development time and d) Market acceptance of innovative products and services. In terms of OI adoption, the Czech Republic lags behind Germany. Possible explanation might be the different structure of German industry that is more focused on end user and therefore it is more receptive to include end users or other external subjects to innovation process. The Czech industry is prevalently oriented on semi-finished products to be further processed by finalizers. As pointed out in the research, Czech managers are still suspicious to the adoption of OI because of some distrust to open up company internal technology base, know-how or innovation competences to external subjects. Rather minor part of the Czech industrial sector is determined to current or potential adoption of OI.
The outputs of done research confirmed the general statement the firms working intensively with end markets are better equipped to adopt and implement innovations supporting major business and technological changes (Christensen & Rayner, 2003). Knowledge of end-market behaviour and customer needs

determinates the ability to predict their development and thus mitigates the risk to accept innovations for business opportunities employment (Tidd et al., 2013). As German firms are closer to the end markets, to be compared with those in the Czech Republic, can adopt and use open innovations more effectively.

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PERSONNEL MARKETING STRATEGY: A SOURCE OF COMPETITIVE ADVANTAGE IN THE LABOUR MARKET

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Abstract: This paper covers topics closely related to human resource management, personnel marketing, employer branding, the selection of a future employer and Generation Z. It describes pilot quantitative research designed to identify means of personnel marketing that should provide a competitive advantage when recruiting employees for one of the important employers in the Liberec Region. The study included a survey to determine how the selected company is perceived by potential employees.
The primary research identified aspects that particular potential Generation Z employees consider important when choosing an employer. It also identified communication channels used by particular potential employees when searching for information about their future employer. In connection with the selection of the future employer, the survey also determined who influences decisions made by potential employees when choosing an employer. The results of the research were used to draw up a specific strategy for personnel marketing and employer branding.

Keywords: personnel marketing, employee, competitive advantage, employer brand, research

JEL Classification: M31, M51

INTRODUCTION

This paper focuses on personnel marketing. It provides an insight into the use of personnel marketing principles as a means of gaining a competitive advantage in the current rapidly changing world and amidst strong competition in the labour market. The paper points out that personnel marketing is an essential tool for companies that want to be competitive. A similar argument for the need to use personnel marketing in practice is presented by Krejčová and Eger (2023), Egerová at al. (2015) and Kashive and Khanna (2017). In their contributions, these authors talk about personnel marketing as a source of competitive advantage that will help to find capable and qualified workers in an unfavourable labour market.
As stated on the Europe in Data (2023) website, the Czech Republic still has the lowest unemployment rate in Europe in the long term and this has not been affected by the energy crisis or the economic recession. According to Eurostat, the unemployment rate in the Czech Republic reached 2.9% in July 2023, which is still one of the lowest in the entire European Union in an international comparison. Low unemployment and the realization that the key factor for success is not only quality products, but also a team of qualified and loyal employees, are leading more and more employers to use personnel marketing (Myslivcová, 2017). According to Saini at al. (2014) or Bejtkovsky and Copca (2020), companies are aware that a skilled workforce is a source of potential growth for the company, that skilled, satisfied and loyal employees do a better job and help to achieve the company's goals.
The paper deals with the issue of recruiting qualified employees for one of the major employers in the Liberec Region, which operates in the glass industry, which operates in what was originally a traditional sector in this region - the glass industry. The company is one of the world's leading glass manufacturers. It exports its products to 148 countries, with offices not only in Europe, but also in North America and Asia (Preciosa,

2017). This major employer in the Liberec region is also struggling with a shortage of employees on the labour market, finding it difficult to fill vacancies - especially blue-collar positions (Dlabola, 2023).
The tool used to modify the company's existing personnel marketing strategy was a questionnaire survey, the aim of which was to identify key attributes that are important in a very specific segment of potential employees deciding on their choice of future employer. These are students in their final years of technical secondary schools and vocational schools in the Liberec region, which are partners of the enterprise and from which it recruits employees for blue-collar positions (Dlabola, 2023).
The survey also identified the communication channels used by this segment of potential employees to obtain information about their future employer. The survey was also designed to determine who influences these potential employees when choosing a future employer.

1. PERSONNEL MARKETING

According to Bejtkovsky and Copka (2020), Saini et al (2014) and Ng et al. (2010), personnel marketing can be defined as a tool that focuses on the use of marketing techniques, practices and principles in human resource management. Rinaldi and Putra (2022) add to this idea by stating that companies that can use marketing in human resource management to gain a better competitive edge in the market.
Jančíková and Milichovský (2019), Fetting et. al. (2018) and Van Dierendonck et al. (2016) see personnel marketing as an effective means of reaching out to potential employees. Archana et al. (2014) also describe personnel marketing as a means related to the selection and recruitment of new employees. Kanning (2017) points out that personnel marketing is derived from the classic marketing concept and defines personnel marketing as a set of strategies used by an employer to attract suitable candidates from the labour market and then encourage them to accept the offer of a job with the employer. Wunderer and Kuhn (1993) also link the use of personnel marketing to the acquisition of employees. This perception of personnel marketing is a return to its origins. According to Meier (1991), the term personnel marketing started to appear in the German literature in the 1960s and was related to recruitment.
Gradually, personnel marketing also began to be seen as an effective means of stabilizing existing employees (Georg, 2015). Berry (1981) and Nadanyi et al. (2019) describe personnel marketing as a means of taking a proactive approach to finding, attracting, stabilizing, and motivating the workforce for the benefit of the employer. They also see personnel marketing as a means of targeting not only potential employees, but also existing ones. In this case, the aim of personnel marketing is to motivate and engage existing employees, promote their development and increase their loyalty to the firm (Hitka et al, 2015; Love & Singh, 2011).
Personnel marketing should be carefully thought out with a clear message. It should serve to deepen relationships with the company culture and take account of the needs of current and potential employees (Nazemetz & Ruch, 2012). Kanning (2017) links the concept of personnel marketing to employer branding. It states that while personnel marketing is tasked with filling those positions where there is a current staffing need, employer branding seeks to build a consistently positive image of the employer. In a review of Kannig's book, Resch (2017) states that the author sees employer branding as part of personnel marketing and also as a link between personnel marketing and employee loyalty. Based on their research, Salameh et al (2022) argue that employer branding is a suitable means of retaining existing employees as their research identified a strong relationship between employer branding and the ability to retain existing employees.

2. GENERATION Z

The quantitative research focused on those who are deciding about their future - those who are deciding whether to continue their studies, such as at university, or enter the labour market - students of secondary schools and vocational schools in the Liberec Region - representatives of Generation Z. Egerová et. al states that young people born between 1995 and 2010 are considered members of Generation Z. As Van der Berg

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(2020) argues, the varying attitudes and opinions of different generations are shaped by the impact of different social and economic events during their lifetimes. The author considers technology to be a key element influencing each generation.

Cilliers (2017) argues that Generation Z is the first generation to be born and raised in an era of widely available internet connectivity, making them able to quickly find, process and communicate the information they need. Dolot (2018) adds that this generation is good at using other technologies in addition to using the internet. Thanks to their ability to be proficient in information technology, this generation has quick access to information. Which, according to Depoo et. al. (2020), develops creativity and the ability to innovate. The author also says that this generation is brought up to be independent and individualistic, but on the other hand they are also able to work in a team. Furthermore, members of this generation, in relation to the labour market, state that they prefer a stable and reliable employer for a long-lasting job. This fact is confirmed by a survey conducted by Deloitte (2023), which focused on respondents aged 18-30 from 19 European countries, including the Czech Republic. This survey shows, among other things, that respondents prefer flexible working hours and that they mainly use social networks, specifically LinkedIn and Facebook, to search for information about job offers. They consider career development opportunities and salary to be the most important factors in choosing a new job.

Strauss (2016) says that the strongest motivators for Generation Z in the labour market are money and the opportunity to help others. The author further states that work-life balance and employer stability are most valued in employment. This is supported by research by Kirchmayer and Fratričová (2017), who showed that work-life balance is an essential attribute for Generation Z when choosing an employer, along with job performance. Schawbel (2014) and Kubatova (2016) also speak in the same context. Both authors agree that more money, meaningful work, and career growth opportunities are among the three most important attributes when choosing an employer.

3. PROBLEM FORMULATION

The Czech labour market is still struggling to recruit qualified employees and retain existing ones. As Ginterová (2022) points out in her paper, businesses are still short of employees. The lowest unemployment rate among EU countries is unhealthy for the economy and analysts do not expect any major changes in the coming months. The Czech labour market is in a situation where there are more job vacancies than job applicants, despite the complications caused by the coronavirus pandemic in recent years (ČSOB, 2022). The above facts are also confirmed by an analysis conducted by the Czech Statistical Office (2023), which states that the Czech labour market has long been unbalanced. This translates into high demand for labour and low unemployment. Although as of 30 September 2023 the Labour Office of the Czech Republic (2023) registered a total of 263,020 jobseekers (2,217 more than in the previous month) and the proportion of the unemployed rose slightly year-on-year (by 0.1 percent), unemployment in the Czech Republic is still among the lowest in the EU as a whole in an international comparison.

The problem of the labour shortage also affects Preciosa (2017), which operates in the Liberec Region. Preciosa was founded in 1948 by the merger of 25 smaller entities from the surroundings of Turnov, Jablonec nad Nisou and Liberec. It thus continued the long tradition of the glass industry in the Crystal Valley. Today, Preciosa is one of the world's leading glass manufacturers. Its products, from large pendant lights to small accessories and jewellery, are exported to 148 countries. The company has long been struggling with the fact that the demand for graduates from technical secondary schools and vocational training schools exceeds supply, meaning it is unable to fill some of its vacancies.

In order for Preciosa to make effective use of personnel marketing, quantitative research was conducted on the desired target group (those who will potentially enter the labour market - members of Generation Z) in order to identify the attributes that are important to them when choosing an employer. To determine who influences this group in their decision-making. Furthermore, to identify the communication channels via which the target group seeks information about their future employer.

4. METHODOLOGY

A search of Czech and foreign literature, academic articles, and the Internet on personnel marketing, human resource management, the labour market, Generation Z, employer selection decisions, and company materials preceded the primary research.

The research adopted a positivist methodological approach, including deduction: it is based on concrete theoretical knowledge and an investigation of objective reality (Molnár, 2021; Sebera, 2012). The purpose of the primary quantitative research was to determine the frequency that the variables acquire. According to Molnár (2012), quantitative research requires strong standardisation, which ensures a high degree of reliability.

The main objective of the primary quantitative research was to identify how students of selected secondary schools and vocational schools in the Liberec Region decide on the choice of future employer. Based on the main objective, three research questions (RQ) were formulated (Tab. 1).

Table 1: Research questions

RQ1:	Which attributes are important for students in the final years of selected secondary schools and vocational schools in the Liberec Region when choosing an employer?
RQ2:	Who influences students in the final years of selected secondary schools and vocational schools in the Liberec Region in choosing their future employer?
RQ3:	Where do students in the final years of selected secondary schools and vocational schools in the Liberec Region obtain information about their future employer?

Source: compiled by author, 2023

A standardised structured electronic questionnaire was used as the means of collecting primary data as it was not expensive or time consuming due (Kozel, 2011) and also with regard to the target group of respondents. The questionnaire was distributed via email, which was used to send out a web address with a link to the questionnaire hosted on a web platform.

The initial part of the questionnaire included questions that identified gender, school studied, and type of field of study. Identification questions were followed by matrix questions that contained an even scale to eliminate leakage to a neutral response and with a view to subsequent evaluation. Through the matrix questions, respondents rated the level of importance, influence, and use.

The respondents were students in the final years of technical secondary schools and vocational schools in the Liberec region, with which Preciosa has long cooperated and which are potential sources of employees for its blue-collar positions. A total of 4 educational institutions (secondary schools and vocational schools) participated in the research.

5. RESULTS

The primary quantitative research was conducted in April 2023. Responses were received from 110 respondents during this period. A total of 94 men (85.5%) and 16 women (14.5%) participated in the research. Given the focus of the educational institutions, this distribution of respondents by gender is rational.

In order to obtain a response to RQ1, the primary research question asked respondents to identify the attributes that are important to them when choosing an employer. Respondents expressed the level of importance on a scale of 1 to 6, where 1 = not at all important and 6 = completely important. The rated attributes for the questionnaire were obtained through the secondary research.

The evaluation considered attributes whose median lies in the interval <5;6> as important, attributes whose median lies in the interval <3;4> as neutral, and attributes whose median lies in the interval <1;2>

as unimportant (see Tab. 2). To provide more precise information about the level of importance, the mean and mode were calculated for all attributes.

Table 2: Importance of attributes in selecting an employer

Attribute	*Average*	*Median*	*Modus*
Salary	5.29	6	6
Job security	5.16	6	6
Friendly atmosphere in the workplace	5.11	6	6
Job description	5.09	6	6
Job stability	5.05	5	6
Working hours	4.85	5	6
Career growth opportunities	4.66	5	6
Extra holiday leave	4.49	5	6
Commuting distance	4.41	5	6
Modern facilities	4.37	4.5	6
Supplementary pension insurance	4.1	5	5
Own experience with the employer	4.07	4	4
Company image	3.68	4	5
Recreation and holiday allowances	3.45	4	4
Meal allowances, meal vouchers	3.36	3	3
Corporate Social Responsibility	3.28	3	4
Company events	2.23	2	1

Source: compiled by author, 2023

Table 2 clearly shows that a large majority of the above attributes are important to the respondents. Based on the analysis, it may be concluded that the important attributes that influence the decision-making of our target group in choosing an employer are: *salary, job security, a friendly atmosphere in the workplace, job description, job stability, working hours, career growth opportunities, extra holiday leave, commuting distance, modern facilities in the workplace, supplementary pension insurance*. On the contrary, the attribute related to the organisation of corporate events is unimportant for our target group.
In order to obtain a response to RQ2, respondents were asked a question that explored the extent to which the attributes presented influenced their decision about their future employer. Respondents expressed the degree of influence on a scale of 1-6, where 1 = not at all influential and 6 = very influential.
Attributes whose median lies in the interval <5;6> were viewed as influencing the respondents. Attributes whose median lies in the interval <3;4> were viewed as neutral. Attributes whose median lies in the interval <1;2> were viewed as not influencing the respondents (see Tab. 3).

Table 3: Degree of influence of attributes that influence the target group when making decisions

Attribute	*Average*	*Median*	*Modus*
Own work experience	4.35	5	6
Family	3.61	4	4
Friends	3.46	4	4
Recommendations from current employees	3.31	3	1
Online presentation of the company	2.93	3	1
Open days	2.59	2	1
Job fairs	2.16	2	1
Company presentations at schools	2.15	2	1

School counsellors	1.5	1	1

Source: compiled by author, 2023

The research shows (see Table 3) that the most important attributes influencing respondents' decisions about their future employer include: *their own work experience, family, and friends*. The attributes that have the least influence on respondents' decision-making include: *open days, job fairs, company presentations at schools, and school counsellors*.
RQ3 was answered through a question that determined the extent to which respondents used the resources provided to obtain information about their future employer. The extent to which they were used was measured on a scale of 1-6, where 1 = not used at all and 6 = used very much.
Attributes whose median lies in the interval <5;6> were viewed as those used by the respondents. Attributes whose median lies in the interval <3;4> were viewed as neutral and attributes whose median lies in the interval <1;2> were viewed as those that were not used (see Tab. 4).

Table 4: Extent to which sources were used to obtain information about the employer

Attribute/resource	*Average*	*Median*	*Modus*
Instagram	4.08	4.5	6
Own experience	3.85	4	6
YouTube	3.43	4	1
Facebook	2.56	2	1
TikTok	2.55	2	1
Career webpages of the company	2.22	1	1
Presentations at the school	1.85	1	1
Job fairs	1.84	1	1
Information leaflets	1.82	1	1
Outdoor advertising	1.79	1	1
Twitter	1.47	1	1
School counsellors	1.29	1	1
LinkedIn	1.22	1	1

Source: compiled by author, 2023

On the basis of an evaluation of the data, it may be concluded that respondents make very little use of the submitted resources. Sources used by respondents to find out information about a future employer include: Instagram. *Own experience and YouTube* can be considered as neutral sources according to the results.

6. DISCUSSION

The topic of this paper is personnel marketing, which can be characterised as an innovative field that links human resource management with marketing and, according to Armstrong et al. (2014), views employees as a customer. The marketing practices and principles were used by the author to formulate a strategy according to Rinaldi and Putra (2022) to help a particular entity in attracting employees. Marketing research was used as an analytical tool.
The research aimed to identify which attributes are important to the target group when choosing an employer, who influences them when deciding on their future employer, and where they get their information about their future employer. The target group of the research - respondents - were students in the final years of selected technical secondary schools and vocational schools in the Liberec Region, which are partners of Preciosa. To meet the main objective of the research, 3 research questions were set: *Which attributes are important for students in the final years of selected secondary schools and vocational schools in the Liberec Region*

when choosing an employer? Who influences students in the final years of selected secondary schools and vocational schools in the Liberec Region in choosing their future employer? Where do students in the final years of selected secondary schools and vocational schools in the Liberec Region obtain information about their future employer?

The data shows that *important attributes that influence our target group of respondents include: salary, job security, friendly atmosphere in the workplace, job description, job stability, working hours, career growth opportunities, extra holiday leave, commuting distance, modern facilities and supplementary pension insurance.* From the list of attributes, it is evident that all marketing mix tools in personnel marketing are represented in the results according to Bednář (2013), Pratoommas (20115), Spielmann (2015) or Wickham and O´Donahue (2009). The attributes identified *as most important* in our research - *salary and a friendly atmosphere* - are the same as those identified in Motivate's research as the most important factors that influence jobseekers' choice of employer (Šmída, 2019). The attribute ranked last in the Motivate research was, as in our research, generally employee benefits*. Salary and a friendly atmosphere* as the most important attributes when choosing an employer are also confirmed by research conducted by Randstad (2023). The results of the research carried out by Randstad (2023), a company that has long conducted independent research in more than 30 countries (including the Czech Republic) and provides an insight into what is important to employees when choosing an employer, agree as regards the list of attributes (with the exception of job description and modern facilities) that are important to potential employees. However, this does not necessarily mean that job description and modern facilities were not perceived as unimportant by the Randstad survey respondents; these attributes may not have been included in the evaluation. Randstad also looked at the location of the employer in its research. Its research shows that location is important to potential employees. This also confirms the results of our research.

The results of the analysis of responses to the second research question - *who influences the students in the final years of selected secondary schools and vocational schools in the Liberec Region* when choosing a future employer - show that the target group of the research is not overly influenced, that it relies on its own experience. This research result corresponds with Randstad's characterisation of Generation Z as an employee (2023). In this context, it says that members of the relevant Generation Z are confident and desire self-fulfilment. Tapsccot (2010) agrees with this general characterisation of Generation Z. At the same time, the author adds that the members of Generation Z are natural collaborators who like to make new contacts and who care about integrity.

When analysing the data in response to the third research question - *where do students in the final years of selected secondary schools and vocational schools in the Liberec Region obtain information about their future employer* - it was found that most of the attributes/resources presented were not used by the target group of respondents. They are: *Facebook, TikTok, company career pages, presentations at schools, job fairs, information leaflets, outdoor advertising, Twitter, school counsellors and LinkedIn*. The data further suggests that respondents rely more on their own experience and that although social networking and online communication are important characteristics for Generation Z, this generation considers social networking as complementary when choosing an employer (Ferincz et al., 2010). These results are confirmed by d'Academos (2019), which found that up to 45 % of Generation Z respondents prefer face-to-face contact when choosing an employer.

In the use of marketing principles in human resource management (Rinaldi & Putra, 2022; Bejtkovský & Copka, 2020; Saini et al., 2014; Ng et al., 2010), it is possible to propose a marketing strategy in the form of a marketing mix in personnel marketing based on the results of the quantitative research (see Fig. 1). According to Kotler and Keller (2013), the marketing mix in personnel marketing gives a competitive advantage.

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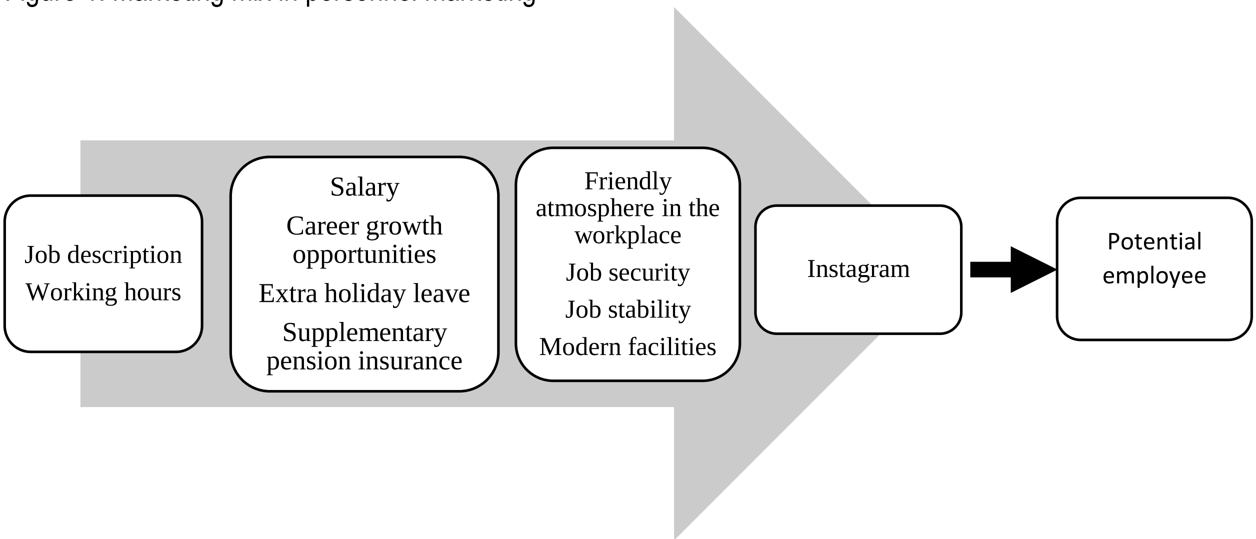
Figure 1: Marketing mix in personnel marketing



Source: compiled by author, 2023

The figure above shows that the attributes in the individual marketing mix tools in personnel marketing are a prerequisite - with the right tactics - for effective targeting of the target group.
The attributes we have identified in the Price in HR Marketing tool correspond with the results of research by ManpowerGroup (2020), Randstad (2023), Schawbel (2014), and Kubátová (2016), which show that salary and growth opportunity are the most critical aspects of work for Generation Z. Randstad (2023) also reports that 62% of Generation Z representatives consider intangible benefits necessary. Our results confirm this. The attributes we identified in the Place and Product tool are broadly consistent with the results of research by Kirchmayer and Fričová (2017) and Meret et al. (2018), which point to the fact that the job itself, workplace atmosphere, job security, and job stability are essential to Generation Z when choosing an employer. According to our research and authors Döme (2018) and Randstad (2023), the most effective channel to reach potential employees appears to be Instagram.
When formulating the tactics, it is also necessary to take into account another finding - namely the fact that members of the target group are not overly influenced in their choice of a future employer, that they rely on their own practical experience. This should be the direction taken by the proposed marketing strategy.
The number of respondents could be perceived as a certain limitation in the research. This handicap can be eliminated by reaching out to more Preciosa partners from secondary schools and vocational schools in the Liberec Region. Timing the research so that data is not collected when students are preparing for their final exams. This would make representatives of secondary school and vocational school management more willing to participate in the research.

CONCLUSION

This paper presents the results of quantitative research whose main objective was to identify how students of selected secondary schools and vocational schools in the Liberec Region decide on their choice of employer, what is important for them when choosing an employer, whether they are influenced by someone when choosing an employer, and where they obtain information about their future employer. The research was part of long-term cooperation between the Faculty of Economics of the Technical University in Liberec (EF TUL) and Preciosa. The purpose of the research was to help Preciosa with a problem it has long been facing - the difficulty in recruiting qualified employees for specific positions.

The data collected in the research fulfilled the defined objective, providing answers to the research questions that were defined in the initial phase. The research provided answers to the question: Which attributes are important for students in the final years of selected secondary schools and vocational schools in the Liberec Region when choosing an employer? The results of our research correspond with the results of Motivate (Šmída, 2019) and Randstad (2023), which have been conducting research into similar topics for a long time. The research shows that the most important factors for our target group of respondents include salary, job security and atmosphere in the workplace.

The research also provided answers to two other research questions that were identified in the research. The first of these was: Who influences students in the final years of selected secondary schools and vocational schools in the Liberec Region in choosing their future employer? Analysis of the data shows that members of our target group of respondents rely most on their own experience when choosing a future employer. This finding also matches the findings of research conducted on a similar topic (see Randstad, 2023; Tapsccot, 2010). The answer to the last research question: Where do students in the final years of selected secondary schools and vocational schools in the Liberec Region obtain information about their future employer? was slightly surprising. However, it confirmed the findings already published (see Ferincz et al., 2010) that social networks are only a supplementary means for our research target group (representatives of Generation Z) when searching for information about a future employer. However, the answer did not correspond with Deloitte's (2013) research, which states that our age group mainly uses social networks to search for information about future employers.

Based on the results of the analysis, the paper proposes a specific marketing strategy in the field of personnel marketing. If this strategy is to be an effective means of increasing the company’s competitive advantage in the labour market, it is up to Preciosa to implement all the findings of the research into its product, pricing, distribution and communication strategies.

The author aims to conduct further research in the future, geographically focused on the Liberec Region and demographically on Generation Z, where the respondents would not only be partner schools of the selected company, but secondary schools and vocational schools in general. One of the circumstances of the research under consideration should also be to investigate how this group of respondents perceives traditional employers in the region. For example: which employers are attractive to them and why?

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SPECIFICS OF THE COMMUNICATION MIX APPLIED ON THE CZECH AND GERMAN MARKET BY THE SELECTED COMPANY

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Abstract: International marketing communication is the most visible and also the most culturally conditioned international marketing tool. The main objective of the international communication policy is to create a favourable image of the company and shape the desired image of its products and brands. Usually, the basic communication concept is used as a starting point, and the individual tools of the communication mix, the content and method of communication, and the choice of media are adapted as needed. This paper presents a case study that aims to identify differences in the marketing communication of a selected global company on the German and Czech markets. The global company dm-drogerie markt GmbH, which engages in business activities in both countries, was selected for the case study. For the Czech Republic, the primary research method used was face-to-face interviews. For the research in Germany, the primary research method used was observation. The research identified a predominant strategy of adaptation over a strategy of standardisation. One example of adaptation is the creation of communication content; for German customers this is based on corporate social responsibility, while for Czech customers the company uses price as its main selling point. Standardisation was evident in the choice of the same communication mix and the massive promotion of corporate private brands in both countries

Keywords: Communication, dm-drogerie markt GmbH, face-to-face interviews, communication mix

JEL Classification: M31, M37

INTRODUCTION

According to De Pelsmacker et al. (2003), marketing communication refers to the means by which companies attempt to inform consumers of the existence of the company or product and then persuade them of the need to own that product. Marketing communication is what shapes relationships with consumers. It should be strategically oriented and aimed at fulfilling corporate branding objectives. Integrated marketing communication is currently being applied, as explained by Kotler et al. (2013). In integrated marketing communication, the activities are usually different, so it is not possible to create a single formula or recommendation, but there are several ways to achieve the goal. Kotler (2013) notes how strategies can differ within a segment: "Avon spends the most resources on personal sales and direct marketing, while Revlon invests the most in consumer advertising. Compaq Computer relies on advertising and retail support, while Dell Computer practises direct marketing." These different strategies fit the competitive environment. Specific communication strategies and tactics may vary from market to market and may change depending on the market environment and the company's strategic objectives in each country. The country's degree of economic development, its legal and socio-cultural environment and, above all, the behaviour and nature of consumers must always be taken into account. Usually, the basic communication concept is used as a starting point and the individual tools of the communication mix, the content and method of communication and the choice of media are adapted as needed (Machková, 2015). Differences in the marketing communication mix applied in the international environment led to the establishment of a main objective to identify these differences. Objectives of the research: **Identify the differences in the marketing communication of a selected global company on the German and Czech markets.** This main objective was determined through two sub-objectives:

1. Identify the marketing communication of a selected global enterprise in Germany.
2. Identify the marketing communication of a selected global enterprise in the Czech Republic.

1. LITERATURE REVIEW

Integrated marketing communication consists of a set of tools that can be divided up in different ways, depending on the objectives of the communication. Classic generally accepted marketing communication tools: advertising, sales promotion, public relations, direct marketing and personal selling are still valid, but nowadays new possibilities are offered by the use of modern technologies. Technology, especially social technology, is changing marketing communications. It can even be described as a media revolution. Modern international marketing communication tools include online marketing on the internet and social networks, product placement and mobile marketing. Marketing communication can therefore be divided into Inbound and Outbound.

Outbound marketing communication uses traditional media such as print advertising, billboards, radio, television, LED screens and others. Outbound marketing actively reaches a wider audience. Outbound marketing is a traditional product promotion model where the goal is to attract the attention of people who are not yet aware of the product or brand (Jamil & Almunawar, 2021). According to Rancati et al. (2015), outbound marketing applies a strategy in which a company promotes its products and services by providing information to consumers even when they are not looking for those products or services. However, this strategy is no longer effective in delivering messages and increasing traffic in the online world.

Inbound marketing communication most commonly uses websites, cookies, SEO (search engine optimization), PPC (pay-per-click), remarketing, social media, podcasts, newsletters, videos, content marketing, blogs and email marketing. Inbound marketing seeks to create interest among customers who have already shown some degree of interest in a product or service. Inbound marketing thus adapts the content to the "buyer persona" who receives the information from the communication voluntarily. This application of marketing requires very careful audience targeting and actual communication with the audience through high quality content (Patrutiu-Baltes, 2016). Modern marketing communication tools fall largely into the online media environment. Social networks (Facebook, LinkedIn, Twitter, YouTube, Pinterest, Instagram, etc.) are a specific environment for inbound marketing because with them a company can identify potential customers and communication is tailored depending on the type of network used and the audience. These so-called "new media" associated with inbound marketing are taking up an increasing proportion of marketing communications budgets in many organisations, however, there is no evidence that they are more effective than standard communication methods. The use of new technologies presents a significant opportunity to target each age group with clear market offers tailored to their specific characteristics and desires (Morra et al., 2018; Duffett et al., 2020)

Nowadays, social media is an integral part of the daily life of everyone who has access to the internet. At the same time, the Internet is an ideal place to promote brands, as well as a communication platform that allows consumers to acquire more information about services, products or brands (Fayvishenko et al., 2023). According to Carlson et al. (2019), Kim & Johnson (2016), brands on social media gain popularity more easily, allowing them to build strong relationships with customers faster. In this respect, it can be argued that new technologies, especially social media, are making marketing communications more interactive (Bhagat et al., 2016).These technological platforms are more transformative than any other mass media such as print, radio and television. Santoro et al. (2019) demonstrate that new technology platforms are helping to shape new business models and are gradually becoming global in the international environment (Chevalier & Mayzlin, 2006; Trusov et al., 2009).

When deciding which variant of international communication strategy to choose, whether standardisation (Pasquarelli, 2023) or adaptation, contemporary marketers are leaning towards adaptation (Olney, 2022). According to Viswanathan et al. (2017) and Thakur (2016) the choice of market approach is decided by a number of factors. In terms of international marketing strategy, this means that a company cannot follow a uniform or standardised approach when using online media (Iankova et al., 2019). While global standardisation can be applied to other marketing mix tools such as product, pricing and distribution strategies, it is very risky to standardise communication strategies and content selection for online platforms (Sheth & Solomon, 2014). According to Vrontis& Basile (2022), the most common mistakes made in international marketing are incorrect brand names and incorrectly translated advertising slogans linked specifically to the standardisation strategy.

2. METHODOLOGY

The case study research method was chosen to meet the research objective. This is a research method that focuses on conducting a detailed analysis of a specific case, situation, organisation, individual or phenomenon. Researchers collect and examine different types of data, such as texts, interviews, documents, photographs and other resources, to get as comprehensive a picture as possible. A combination of two types of primary research was chosen for this case study. The first research, using the observation method, was applied to the German market. The second research, using the personal interview method, was applied to the Czech Republic.

2.1. Primary research in Germany

The aim was to analyse the communication mix applied by the selected company on the German market. This included identifying appeals in the content of the communication. The marketing communication tools were identified using the primary data collection method - observation. This method was used to examine the communication tools applied by the company in the online and offline environments, which were published on the Internet. Where necessary, they were drawn from the company's internal materials. The evaluation method was content analysis using group evaluation. Communication tools and communication content were sought during the analysis. Subsequently, the individual tools were evaluated and grouped, resulting in a list of marketing communication tools and an overview of the content appeals in the communication.

2.2. Primary research in the Czech Republic

The primary research in the Czech Republic was conducted in the form of personal interviews with respondents at branches of the selected company Dm-drogerie markt in the Liberec and Central Bohemia regions. Respondents who had just shopped and thus had knowledge of the existence of this retail network were deliberately approached. The interviewers were trained, which helped to obtain 202 checked responses. A questionnaire with a combination of open and closed questions was used. Three classification questions were used, dividing respondents by gender, age and education. In the second part, the questions were designed to determine awareness of DM's communication tools and the reasons why they follow these tools. To evaluate the research, descriptive statistics, the chi-square goodness of fit test was used to evaluate the effects of sorting characteristics on the research results and Pearson's correlation coefficient, which was used to measure the strength of the linear relationship between the marketing communication tool and subscription to the periodical published by the company being studied.

3. RESULTS OF RESEARCH

The case study has two parts. In order to identify any differences in marketing communication between the Czech Republic and Germany, primary research of the company’s communication in Germany was first applied. Subsequently, primary research of customers in the Czech Republic was applied and finally the research results were compared.

3.1. Presentation of the company subject to the reserach

The company selected for the case study was "DM drogerie markt GmbH & Co", which operates on the market as a retail chain specialising in health and beauty products. It offers a wide range of products including cosmetics, personal care items, baby products, household items and other complementary products. It is an international multinational company divided into two levels. The first level is registered in Germany and acts as the parent company for the other subsidiaries. The second level is the Austrian subsidiary, which acts as the headquarters for other companies in 11 European countries: Hungary, Czech Republic, Slovakia, Slovenia, Croatia, Serbia, Bosnia and Herzegovina, Romania, Bulgaria, Northern Macedonia and Italy. In 2022, the company operated in 13 European countries and employed over 66,000 people. For the 2020/2021 financial year, it succeeded in generating sales of EUR 12,265 billion across Europe (dm-drogerie markt, 2023).

The company opened its first office in the Czech Republic in 1993 in the city of České Budějovice, where the company's management is still based. It stood out from its competitors by offering a product portfolio that, in addition to cosmetics and home care products, offered non-traditional home products such as baby care, organic food, pet supplies and photo services. Gradually, the company began to include other Czech domestic brands in its product range. For the past few years, the company has been promoting a healthy lifestyle, supporting ecology and participating in the National Food Collection scheme (dm-drogerie markt, 2023).

3.2. Primary research in Germany

This subsection was intended to fulfil the first sub-objective: Identify the marketing communication of a selected global enterprise in Germany. The primary research in the German market used the observation method. This method was challenging as it was carried out by Czech researchers in Germany without them travelling there. It identified the communication mix and content that the company applies with German customers.

A. The final composition of the marketing mix consists of the following tools:

1. **TV spot** - DM presents its products in a TV spot both on state television and on private channels. The research was carried out in November and December 2022, which corresponded with the theme of the spot. The predominant emotional appeal was associated with trust and love in the family.
2. **Leaflets** - the company's leaflet focused on products presented by members of the classic family of four. The couple and their children present the company's products, focusing primarily on the quality of the products. Validity of the offer
3. **Loyalty programme** - there are two loyalty programmes. One is called payback, the other glückskind.
   a) **The Payback program** allows registered customers to earn points. For every 2 euros spent, the customer receives 1 point in their account, and if they accumulate enough points, they can redeem them for discounts on their next purchase. The discount can be redeemed through points accumulated both in the brick-and-mortar store and in the dm online shop. Points earned through the loyalty programme can also be spent in partner stores, not only in the DM chain. (DM-Drogerie Markt, 2022)
   b) The **Glückskind**, or "Happy Child" **programme**. This is a programme for pregnant women and mothers with children up to 12 years of age. The programme offers its members a magazine with lots of advice on how to prepare for childbirth, how to care for a newborn, etc. In addition, discount coupons, prize competitions and samples of dm products for pregnant women are available for members.

4. **Podcast** - focused on family life. This presents stories of people dealing with ordinary things like moving house, getting married or family relationships. There is no primary mention of any specific product from the DM range.
5. **Company magazine** - the German magazine is called "Alverde" and is published every month. The magazine focuses on news from the world of beauty and healthy lifestyle. The name corresponds to the name of the private label, which is also called Alverde and presents natural cosmetics. The front page is reminiscent of luxury women's magazines such as Cosmopolitan. The magazine includes a section on employees and an interview with one of them. In addition, at the end of the magazine there are also competitions to win prizes, such as a trip to a wellness centre, a package of products, etc.
6. **Social networks** - the company's social media activities are divided into three main channels on Facebook, Instagram and YouTube.
    a) The German DM's **Facebook profile** mainly consists of posts about products, mostly with a private label. Alternatively, these are posts related to an important day, e.g. World Cancer Day or a holiday, such as Christmas. Its Facebook profile has about 2.5 million followers, which is roughly 3% of Germany's total population.
    b) **Its Instagram profile** consists of posts with a personal touch. The German Instagram is run by a group of women who sign their individual posts. It makes the whole account look friendlier. Some posts on the German dm Instagram are duplicated together with the German dm Facebook page. Approximately half of the posts are short videos, mainly make-up tips, hairstyles and recipes. The German dm Instagram profile is followed by 1.8 million people, i.e. roughly 2.2 % of the total population. On Instagram, the company works with influencers, people who have a large following on the social network and could influence their followers. The most common focus of influencers is on body care, fashion trends and make up.
    c) **The YouTube** channel in Germany is followed by around 170,000 people. The content mainly consists of several categories of videos: make-up and hairstyle tips, demonstrations of new dm products, educational videos on issues such as ecological packaging, skin care, what it is like to work at dm and tips for pregnant women.
7. **Newsletters** - provide regular information about products and related sales promotions. They also present events in which the company participates.
8. **Event** - the company organises events directly related to the company, e.g. the opening of new stores or celebration of the store’s anniversary. At the same time, it cooperates with and sponsors partner events such as "Discover the Organic Farm", where children can try out how things work on an organic farm, what is involved in growing vegetables or what process is followed when baking bread.

B. The content applied by the company can be divided according to the appeals that are communicated. The appeals overlap in various ways, but two main directions can be clearly identified. The first is social responsibility; the second is product presentation:

9. **Social responsibility** - applied both internally to the company's own employees and externally to the company's surroundings in social, economic and environmental terms. One example is the "HelferHerzen" or "Helper with Heart" initiative, which recognised and supported the work of volunteers in 2020, when the coronavirus pandemic swept through Europe. In the social area, for example organising "Singende Kindergärten" or "Singing Kindergartens" to encourage young children to sing and move. In economic terms, it supports young families with newborn children.

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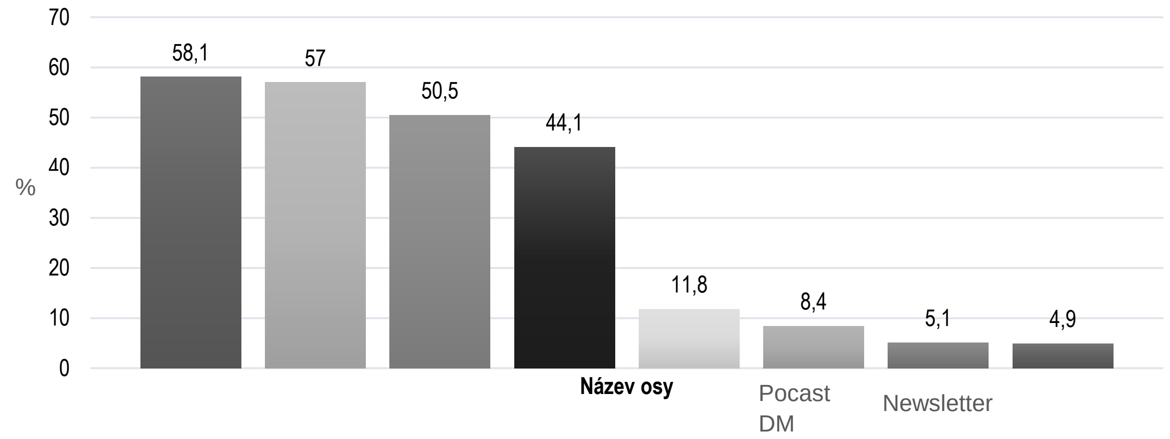
10. **Product presentation** - products offered by DM are used for content in almost all marketing communication tools. The company's own private labels, such as Balea, Alverde Sun Dance and Babylove, are presented significantly more.

3.3. Primary research in the Czech Republic

This subsection fulfils the second sub-objective: Identify the marketing communication of a selected global enterprise in the Czech Republic. A total of 202 respondents were involved in the evaluation and answered the questionnaire completely. In the evaluation, communication mix tools that respondents indicated they are familiar with are presented first. Figure 1 presents the respondents' exposure to the applied marketing communication tools.

Figure 1: DM marketing communication tools



Source: compiled by authors

Marketing communication tools can be divided into two groups. The first four, which respondents are significantly more familiar with, are the TV spot, the company magazine, the customer programme and the leaflets. The other four tools are perceived significantly less by respondents.

1. **TV spot** - Among the various marketing communication tools, respondents were most familiar with the TV spot (58.1%).The spot had an emotional subtext, "Magical Winter", and was intended to use positive emotions to persuade respondents to buy the company's products. It was all about the joy of using the product accompanied by information presenting a good price.
2. **Company magazine** - 57% of respondents subscribe to the Czech magazine, which is entitled "**Active Beauty**" and is linked to the Czech DM loyalty programme. It is published 10 times a year and focuses on news from the world of lifestyle and health. The front page is focused on aesthetics, with an artistic photo that always matches the season. The first pages and last pages of the magazine are more like a promotional leaflet, as they are devoted to DM private label products, where special prices are mentioned. At the end of the magazine there is a horoscope; the magazine also includes an interview with a famous person.
3. **Loyalty programme** - the loyalty programme is called "";50.5% of respondents confirmed they were registered in the customer **active beauty program** programme. The programme is based on collecting points, where one point is equal to spending 25 CZK. Customers can then spend the points they have collected in a DM brick-and-mortar store.
4. **Leaflet** - 44.1% of respondents confirmed they were familiar with the leaflet. The leaflet focuses on discounts and presenting the company's news. Every product on the flyer is on sale at a discount. The leaflet does not contain any other images except the logo and selected products, representing all the segments of the offer.

5. **Social networks** - monitoring of social networks by respondents is a relatively marginal DM tool (11.8%); most often respondents state that they are interested in discount promotions and competitions for DM products. In the Czech Republic, the company is active in three social media channels:
   a) **Facebook** is mainly used to present competitions. These are then interspersed with posts about DM's private products. Around 210 thousand people follow Facebook in the Czech Republic, which is around 1.87% of the total population of the Czech Republic.
   b) **Instagram** consists mainly of photos of DM's private products, supplemented by podcasts made for the company magazine. On Instagram, posts are duplicated with Facebook. The Czech DM Instagram profile has 133 thousand followers. This is 1.24% of the total population of the Czech Republic. Influencers focusing on fashion, lifestyle and presenting private products collaborate with Instagram.
   c) **The YouTube** channel offers videos about make-up, hairstyles, products and careers at dm. It also focuses on another segment, which is cooking. The company presents recipes that work with dmBio products, and again podcasts with famous personalities who have already been interviewed in Active Beauty magazine. The Czech channel is followed by 5.7 thousand people.
6. **DM Podcast** - connected to the company's "Active Beauty" magazine. It comes out every month and is an audio version of an interview with a famous person that is printed in the magazine.
7. **Newsletter** - distributed to registered subscribers at monthly intervals. It contains information about current promotions related to discounts or information about events.
8. **Events** - own events are organised only at the local level, by individual stores independently. As a partner, DM works with RunCzech, which is a series of running races. Together with the organisers, they created the DM Family Run event. As the name suggests, parents and their children, as well as senior citizens, can compete on a route roughly 3 kilometres long.

The content of marketing communications reported by respondents in their open-ended responses can be aggregated into two areas. The first area is related to discount promotions associated with competitions, while the second is corporate social responsibility.

a) **discount promotions and competitions** - the content of almost all communication mix tools included appeals to save money in the form of time-limited discount promotions, even though the company presents itself as offering low prices in the long term. Very often, especially on social media, a competition is announced for free products or discounts on products or to win vouchers for purchases. The majority of respondents said they follow these promotions, with a total of 91% of respondents saying they were familiar with the discounts.

b) **social responsibility** - as an additional appeal, DM often presents its social responsibility in its communication. It presents its economic social responsibility, such as by creating the "Together" initiative, the purpose of which is to provide financial or material support for social, cultural and environmental projects. They are selected by an expert jury consisting not only of representatives of DM, but also business partners, the media, the Czech Red Cross and the Charity of the Czech Republic. Another example of social responsibility is a preventive programme in primary schools called "Happy Teeth", which aims to teach children how to take good care of their teeth. The company focuses on children quite often in other programmes, such as the "Sunshine Children" initiative, which provided information about the principles and risks of children spending time in the sun. There are also economic activities, such as the "DM Helps Children" project, which identified families living on the brink of poverty and provided them with support for their children. 38 % of respondents reported that they were aware of CSR programmes.

The next step was to specify the opinions of Czech respondents broken down by demographic characteristics. This specification was made by calculating statistically significant differences calculated using the chi-square test. Table 1 presents the distribution of respondents by sorting characteristics and the resulting p-value.

Table 1: Percentage distribution of respondents by socio-economic characteristics

Gender			Age			Education		
Women	61 %	124	18-39	56 %	113	Secondary education with leaving examination	52 %	105
Men	39 %	78	40-59	25 %	52	University	31 %	61
Total	100 %	202	60+	19 %	37	Elementary, skilled	17 %	36
			Total	100 %	202	Total	100 %	202
p-value	0.025687		p-value	0.042011		p-value	0.011025	

Source: compiled by authors

Because of the low representation of respondents in the age and education category intervals, these intervals were aggregated into larger units. The age interval was extended to twenty years and education reduced from five options to three. This ensured representation above 15 % in all categories. Subsequently, a test was used to identify statistically significant differences in responses between groups. The results showed statistically significant differences in all three categories. This was the reason for a more detailed identification of target groups depending on the marketing communication tools. The results are presented only for those respondents who indicated that they are familiar with or follow the communication tool, e.g. 47 % of respondents are familiar with the leaflets, which equals 100 %. To identify differences, only the top five most strongly applied tools were selected. At the same time, the correlation between the communication tool and the subscription to the company's Active Beauty periodical is observed.

1. **TV spot** (58.1 %) - familiarisation with the TV spot was highest among women (91 %), in the 40-59 age group (63 %). The research included assessment of the appeal of the "Magical Winter" TV spot and its ability to convince respondents to buy. A total of 58 % of respondents had seen this particular TV spot, and 32 % of respondents would be persuaded to buy. A small group of men (12 %), mainly in the 40-59 age group, also reported that they were familiar with the TV spot. However, the TV spot did not convince men to buy the product themselves. The TV spot was seen by significantly more people with secondary and higher education (68 %). The correlation coefficient between familiarisation with the TV spot and subscription to the company's Active Beauty periodical is moderately large, at 0.51235.
2. **Company magazine** (57 %) - female subscribers dominate (96 %). Large differences in familiarisation with the company magazine were also identified with age and education. A different, significantly higher degree of familiarisation was reported by younger respondents under the age of 39 (63 %) with a secondary education (47.7 %).
3. **Customer programme** (50.5 %) - women (96 %) from different age categories and educational backgrounds dominate registered account holders. Neither age nor education differences can be specified here. The main reason for registering was to take advantage of discounts (76.5 %). When registered, respondents collect points for which they can claim discounts. This registration is associated with the subscription to the company periodical Active Beauty, and so the correlation coefficient is 0.93562. This is the highest correlation between the subscription to the periodical and the communication tool.

4. **Leaflets** (47 %) - this tool is mainly followed by women (80 %) who were also registered in the Active Beauty customer programme; the correlation coefficient is 0.8845. According to the age distribution, these are women aged 18 to 59. By education, these are women with a secondary and university education. A difference was identified in the form of leaflets, with women aged 18-39 preferring to read online leaflets (71 %), and women aged 40-59 preferring paper leaflets (74 %). There is a positive correlation of 0.71455 between the frequency of leaflets and subscription to the Active Beauty periodical, i.e. women who subscribe to the leaflets also subscribe to the periodical.
5. **Social networking** (11.8 %) - Women (90.1 %) aged 18-39 (65 %) are the most frequent followers of DM's social networks. Facebook is the most followed social network (78.9 %). There was also a difference in education, with a significantly higher number of respondents with a secondary and university education. The correlation coefficient between familiarisation with the logo and slogan and subscription to the company's Active Beauty periodical is relatively low, at 0.28477.

The research showed that different communication tools appeal to different customer segments, with different preferences in terms of age, gender and education. The tools match only in terms of gender, where there is clear evidence of significantly higher involvement of women.

3.4. Comparison of communication tools in the Czech Republic and Germany

In international marketing, there are two options for multinational companies operating in multiple markets in Europe or worldwide. The first option is adaptation to individual markets, while the second option is standardisation applied to all markets. In marketing communication, adaptation means preparing content for each tool individually. Conversely, standardised marketing communication means the same content for the same communication tools applied in all countries. The evaluation compares the tools and content of communication individually. It then concludes by assessing the extent to which standardisation and adaptation have been applied.

1. **TV spot** - German advertising relies primarily on family themes with children. The German DM uses short scenes featuring a cute little boy, while the spots in the Czech Republic rely on creating a magical atmosphere that usually matches the season. Although they are conceptually different, they are united by positive emotions such as joy, love or well-being, which people often lack during difficult times. The Czech spots also mention the economic benefits of the products.
2. **Company magazine** - the periodicity differs slightly; in Germany the magazine is published every month, so 12 times a year, while just 10 times a year in the Czech Republic; there is one joint issue for July and August and also for December and January. Both magazines focus on news from the world of beauty and healthy lifestyle. The names of the magazine are different; in Germany it is called Alverde, and Active Beauty in the Czech Republic. The German version looks more luxurious and elegant. One specific feature of the German magazine is the employee section, featuring an interview with an employee every month. The Czech version, on the other hand, features an interview with a well-known personality. The Czech version is rather like a sales leaflet with product offers and competitions, e.g. to win a trip. The Czech magazine also features a horoscope on the back page.
3. **Loyalty programme** - based on collecting points both in the Czech Republic and in Germany. The system of collecting points in the Czech Republic works on a similar principle as in Germany; the customer gets 1 point for every 25 CZK spent. In Germany, 1 point is earned for every 2 euros. In terms of prices, the Czech loyalty programme is therefore cheaper than the German one. The disadvantage of the Czech programme is that the discount from accumulated points can only be redeemed in a brick-and-mortar store, not in the dm online shop or with other partners. The German loyalty programme offers points from more than 600 other corporate partners, such as H&M, REWE and Deichmann.

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4. **Leaflet** - the difference is immediately noticeable and concerns the visual appearance of the leaflets. The German leaflet looks less like a discount leaflet, especially with the photo of the happy girl on the front page. It is immediately apparent that the Czech one is a leaflet with information about bargain prices, especially from the slogans "always a bargain" and "long-term price guarantee". Another difference is the validity of the leaflet; the Czech one is valid for almost a month, while the German one is valid for about 17 days. There is a further difference in the size of the range offered by the company at bargain prices for the given period of time. There are about 2.5 times more of these products in the Czech leaflet than in the German one. By the "long-term price", the Czech leaflet also gives the date since the price has not increased, while the German leaflet only states the words without a date.
5. **Social networks** - all three types of social networks used by the company in the two countries can be compared.
    a) In the German version, **Facebook** regularly presents product information and regularly addresses current social issues. The company is active on Facebook on a daily basis. The use of Facebook in the Czech Republic is different due to the effort to actively engage followers through competitions. These are then interspersed with posts about the company's private products.
    b) **Instagram** is much more personal in Germany, with five Instagram administrators signing the individual posts and acting as corporate influencers. The German account seems very friendly and is mostly filled with videos about the company's products, as well as about everyday concerns of women. Collaboration with paid influencers takes place on topics of interest to women, such as make-up or hair care. The Czech Instagram does not feature authors and the content is more centred around photos than videos. It presents products and current body care trends. Like the German Instagram, it collaborates with lifestyle influencers.
    c) The **YouTube** channels in both countries have lower viewer figures than Facebook and Instagram. The German channel is categorised thematically into several groups. Topics include make-up, hairstyles, demonstrations of new products, educational videos, skin care etc. In addition, they make videos featuring their employees. The Czech channel also has videos thematically divided into similar categories. In addition, the Czech channel takes advantage of the popularity of cooking in the Czech Republic and therefore has a channel featuring recipes.
6. **Podcast** - this is completely different in Germany and the Czech Republic. In the Czech Republic, this is a marginal marketing communication tool, with just an interview published in a company magazine recorded in audio form and subsequently uploaded to social networks. In Germany, the podcast features interviews with interesting people or has these people talk about a variety of topics. The company does not present its products, but acts as the sponsor of the podcast. It is published on social media.
7. **Newsletter** - this is used in a very similar way in both countries. It differs in that each uses the national language, but otherwise the newsletters have very similar features. Customers in both countries have the opportunity to access new product news, competitions and discounts. Current events from both the corporate and social environment are also presented there. Registration is the same in both countries, via the website.
8. **Events** - organising events is part of the German and Czech communication mix. In Germany, events are mainly aimed at families with children, often in conjunction with ecology. In the Czech Republic, the company works with organisers of sporting events. In both countries, events are used to celebrate the anniversary of a branch or store.

Content of communication - DM's German and Czech marketing communication presents social responsibility in its themes. It not only communicates socially responsible topics, but also implements them.

This form of communication content is quite common nowadays, especially in the drugstore sales segment and other related segments that have an adverse impact on the environment. However, there is an evident difference in the intensity of CSR involvement in the communication content. In German communication tools, the intensity is significantly higher than in Czech ones. This is probably due to the fact that German customers are more sensitive to these topics than Czech customers. DM uses this differentiation. In its Czech communication, its work with pricing is strongly promoted in the content. These are mainly time-limited discount promotions, to which the Czech customer is very sensitive. For the Czech customer, a discount is one of the strongest incentives when deciding whether to make a purchase. In both countries, the presentation of products sold in DM stores appears in the communication content. There is strong support for private labels at the expense of other brands offered by the company (Třmínková, 2022). The product range presented is always linked to the season in which it is presented. In general, the company uses positive emotional appeals such as joy and love.

4. DISCUSSION

International marketing presents an interesting challenge for international marketing professionals. It is always necessary to decide which strategy to use for each region in which the company operates. According to Viswanathan et al., (2017), sociocultural differences in countries determine whether a company decides to standardise or adapt. Other factors for choosing an appropriate international strategy are political, economic and technological differences (Thakur, 2016). According to Sultan & Rohm (2005), in marketing communication, it is necessary to identify differences in other specifics such as language, consumer behaviour, the use of social media or the use of advertising. It is also necessary to find out what information consumers are looking for, especially in the context of the communication mix. This is important, for example, for web designers. It is not possible to provide just a translation so that the same message is transmitted (Smith & Zook, 2016).

The research confirmed the need to adapt the corporate communication mix, even though the product portfolio is approximately the same. This approach was confirmed in their research by (Olney, 2022). This is due to the differences between the target groups in Germany and the Czech Republic. The most differences, according to Percy, (2014), are in socio-cultural and economic factors. This combination of factors translates into economic opportunities for customers. For this reason, DM has used discount promotions as the main appeal for the Czech market. For German customers, on the other hand, corporate social responsibility was the main communication appeal. This strong attitude of German customers towards social responsibility has been confirmed by studies (Wojtaszek et al., 2023)

On the contrary, elements of standardisation were also detected in the case study. DM applied the same communication mix in both markets. This approach is also recommended by (Pasquarelli,2023) Applying the same communication mix makes it easier to manage these tools from headquarters. There is also a positive impact in terms of cost, as standardisation is cheaper than adaptation. Another important element of standardisation is the presentation of private labels at the expense of the production brands that are in the company's sales offer. As claimed by (Pasquarelli,2023), building customer loyalty to private brands is the core advantage of a business company in competition with a manufacturing company. In conclusion, it can be stated that DM applies the strategy of adaptation in international marketing communication significantly more than the strategy of standardisation, even though some elements of standardisation have been discovered.

CONCLUSION

The main objective of the research presented here was to identify the differences in the marketing communication of a selected global company on the German and Czech markets. To achieve this goal, the company chosen was DM drogerie markt GmbH & Co", which is very active in marketing communication, while it is also a global European giant with a large presence in Germany and the Czech Republic. This company was the subject of the case study and clearly identified the company's strategies in marketing communication. The primary research found similarities and differences in the application of marketing mix tools and the application of message content in Germany and the Czech Republic. Although it was found that an adaptation strategy is applied more, the company always places emphasis on dm brand identity, product quality, sustainability and customer care. In Germany and in the Czech Republic, DM's communication campaigns present private labels in particular as reputable, reliable and of high quality. The German market is often more sensitive to sustainability and ethical issues. In the Czech market, on the other hand, customers are more sensitive to pricing. The research has benefits in several areas. For researchers, the methodology can serve as a model for further research. For marketers, it can serve as a guide for strategic decision-making when outlining an international communications strategy. Although the research fulfilled the stated objective, there are some limitations to the work. For the research in the Czech Republic, primary research using face-to-face interviews was used to identify in detail customer perceptions of communication. Primary research was also used for the research in Germany, but using the observation method, which cannot identify the issue in question study in such detail. Other limits may be in the brevity of the communication presented, where images, videos or social media posts are missing, which cannot be published due to the size of the post. Despite certain limitations, the paper presented here is timeless and has met all the stated objectives.

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VYUŽÍVÁNÍ EMOCÍ V MARKETINGOVÝCH AKTIVITÁCH ORGANIZACÍ DESTINAČNÍHO MANAGEMENTU
EMOTIONS IN DESTINATION MANAGEMENT ORGANISATIONS MARKETING ACTIVITIES

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Abstract: Emotions have a significant impact on tourists' perceptions, engagement and loyalty towards different destinations in destination management organisations (DMOs) and their marketing activities. This research examines the key role of emotions in DMO marketing strategies, particularly exploring their influence on visitor behaviour, brand image and destination competitiveness. The study, conducted in the Czech Republic, gathered data by questionnaire from 54 DMOs that focused on emotional aspects in their marketing efforts. Emotions such as interest, inspiration, enthusiasm, calmness and enjoyment were identified as key to fostering the connection between visitors and the destination. Aspects such as loyalty, gratitude, commitment and strength received less attention in DMO campaigns. An examination of three different DMOs, namely Karlovy Vary Region, Moravian Karst and Tábor, revealed different approaches to the use of emotions in marketing. While slogans such as "Mozaika zážitků" and "Musíte vidět, můžete si zamilovat" aimed to generate interest and love, they somewhat lacked a direct connection to the respective destinations. While these slogans were consistent across all platforms, they did not effectively imprint the essence of the regions in the minds of potential visitors. By aligning emotion with the essence of the destination and effectively using slogans and branding, DMOs can create lasting connections, potentially increasing visitor loyalty and overall destination competitiveness. In conclusion, the effective use of emotion in marketing strategies is proving to be a vital success factor for DMOs in the Czech Republic, contributing to increased destination awareness and visitor numbers.

Keywords: Emotions, marketing activities, destinations, DMOs.

JEL Classification: Z32, M31, L83

ÚVOD

Destinační management a jeho význam pro cestovní ruch je klíčovou oblastí pro rozvoj a prosperitu destinací. Destinační management hraje také hlavní roli v komunikaci mezi zainteresovanými subjekty v cestovním ruchu. Jedná se zejména o vztahy návštěvníků a rezidentů destinace. Emoce jsou součástí každodenního života a není tomu ani jinak v případě DMO a jejich marketingových aktivitách. Emoce představují cestu k budování dlouhodobého vztahu s návštěvníky destinací. Pokud je emocím správně porozuměno, může být

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nabídnut návštěvníkovi destinace ještě osobnější zážitek, který může vést až k loajalitě. Značka i image destinace hrají v marketingové strategii významnou roli. Brand destinace přispívá k budování emocionálního pouta s návštěvníky a je spojením jak emocí, tak jedinečností destinace. Proto se studie zabývá těmi DMO, které aktivně využívají emoce ve své propagaci. Cílem studie je zjistit jaké konkrétní emoce dané DMO využívají a co jim tato propagace přináší, tedy jaké jsou přínosy emocí zapojených v propagaci.

1. ORGANIZACE DESTINAČNÍHO MANAGEMENTU (DMO)

Holešinská (2022) definuje DMO jako instituce, které uplatňují principy a zásady destinačního managementu a zastřešují tak chod a fungování jednotlivých destinací. "DMO jsou hlavními subjekty zodpovědnými za vedení, koordinaci, stimulaci a monitorování rozvoje cestovního ruchu a marketingu v konkrétní turistické destinaci" (Toma a Mihai, 2022).

K dosažení úspěšného destinačního managementu se DMO musí zaměřit na několik klíčových aspektů. V první řadě se zaměřují na rozvoj cestovního ruchu, což zahrnuje zlepšování infrastruktury, zvyšování kvality nabízených produktů a služeb a také zvyšování marketingového působení (Holešinská, 2022). S tímto tvrzením souhlasí i Varghese a Paul (2014), kteří považují dosažení celkové spokojenosti spotřebitelů za úzce spojené s očekávaným standardem kvality. Funkce DMO se liší s ohledem na jejich územní působnost, ale i přes tuto skutečnost je základ stejný.

1.1 Dělení organizací destinačního managementu v České republice

Aby bylo možné zefektivnit činnosti spojené s cestovním ruchem je potřebná hierarchizace řízení Ta také umožňuje zkvalitnění marketingových aktivit, díky kterým může daná destinace přilákat více návštěvníků (Holešinská, 2022). Rozdělení jednotlivých destinací cestovního ruchu by tak následně mělo proběhnout přirozeně v souladu s vnímáním návštěvníků (CzechTourism, 2023). Destinační organizace v České republice jsou tak rozděleny na základě čtyřstupňového systému, na jehož základu stojí lokální DMO. Lokální DMO působí na úrovni obcí, měst, nebo mikroregionů. Na lokální DMO navazují oblastní neboli regionální DMO, které zahrnují kulturně nebo geograficky vymezené území. Další úrovní jsou krajské DMO a na samotném vrcholu pomyslné pyramidy stojí národní DMO, reprezentovaná CzechTourismem. Tento čtyřstupňový systém by měl fungovat na principu 3K, a to komunikaci, koordinaci a kooperaci (Kovařík, 2017). Funkce specifické pro každou úroveň DMO se mohou překrývat a vzájemně doplňovat. Marketingová funkce si klade za cíl budování značky destinace, bez ohledu na úroveň DMO, zatímco funkce zastupování zájmu a funkce nabídky neprobíhá na národní úrovni. Obecně platí, že nejvíce funkcí je na lokální úrovni. Právě proto je podpora “zdola” základním předpokladem pro efektivní fungování destinačního managementu (Holešinská, 2022). Je však potřebné dodat, že dělení destinací také závisí na typu destinace s ohledem na její kulturní, přírodní, rekreační a podnikatelské znaky.

1.2 Význam destinačního managementu

Destinační management lze chápat jako soubor různých činností přispívajících ke zlepšení úrovně cestovního ruchu jednotlivých destinací prostřednictvím zlepšení fungování odpovědných organizací. Holešinská (2022) chápe destinační management jako praktické učení se efektivnímu řízení a rozvoji destinace směrem k udržitelnosti a konkurenceschopnosti. Reali (2023) považuje destinační management za komplexní proces zabývající se řízením aspektů, které tvoří samotnou destinaci. Za destinaci přitom považuje například město, region, okres, přírodní oblasti, kulturní a historické památky nebo letoviska. Morrison (2023) vymezuje destinaci jako administrativně vymezenou geografickou oblast, která podporuje turisty k návštěvě této destinace prostřednictvím poskytování ubytovacích a dalších služeb cestovního ruchu. Kromě geografického pojetí destinace lze podle Holešinské (2022) na destinaci nahlížet také z marketingového nebo systémově-manažerského hlediska. Celkově vzato se jedná o oblast, která je závislá na příjmech z cestovního ruchu (Solomon a kol., 2022).

Destinační management přispívá k primárnímu i sekundárnímu rozvoji infrastruktury v destinaci, ale také způsobuje příchod nových investorů do oblasti (CzechTourism, 2023). Gato et al. (2022) shledávají hlavní význam destinačního managementu v oblasti ekonomiky, např. prostor pro tvorbu pracovních míst, což má pozitivní vliv na snižování nezaměstnanosti v daných destinacích. Kromě zaměstnanosti se destinační management také podílí na tvorbě příjmů z cestovního ruchu, které je možné následně využít pro další rozvoj destinace. Naopak negativním dopadem cestovního ruchu, je zvyšování cenové hladiny, co následně může přispívat k negativnímu vztahu mezi rezidenty a turisty (Schwarzová, 2016). Gato et al. (2022) dále také uvádějí jako klíčový sociokulturní význam. Jedná se primárně o budování značky destinace, a tím o zachování kulturní identity, co následně pozitivně přispívá ke kvalitě života obyvatel.

Destinační management se v posledních letech také zaměřuje na téma spokojenosti rezidentů. Podle Schwarzové (2015) u rezidentů převládá apatie k turistům. Významné zastoupení má i znechucení ve vztahu k turistům, jelikož mnohé z nich právě cestovní ruch omezuje. Úkolem destinačního managementu v této oblasti je tak představit rezidentům přínosy cestovního ruchu pro ně i celou destinaci. Zároveň by destinační management také mněl nalézat nová řešení přijatelná pro rezidenty, co následně ovlivní vytváření přátelského prostředí pro turisty.

Kromě výše uvedených významů destinačního managementu, Pearce (2015) také identifikuje rozvoj produktů a služeb, výzkumné činnosti nebo řízení návštěvníků jako jeho významné funkce. Obecně lze tvrdit, že principy a úlohy destinačního managementu jsou zaměřeny na podporu udržitelnosti a rozvoje cestovního ruchu s ohledem na potřeby a zájmy konkrétních destinací.

2. ZNAČKA A IMAGE DESTINACE

Branding je proces, ve kterém se vytváří a vyvíjí značka produktů, firem ale také měst, destinací a zemí. V mysli cílového spotřebitele by měla značka evokovat výjimečnou kombinaci jména, loga a jeho barev. Hlavní úlohou tzv. city brandingu je vytvořit z daného města či oblasti atraktivní místo k navštívení (Herget, 2023). Branding napomáhá ke komplexnější marketingové strategii, konkurenceschopnosti a budování pozitivního image (Ruiz-Real et al., 2020). Hlavními aktéři budování brandingu jsou mimo jiné také průvodci a zaměstnanci pracující v cestovním ruchu. Značka dané destinace se poté promítá do prezentace na národní a mezinárodní úrovni. Tyto prezentace mají zajistit nejen vyšší návštěvnost, ale také více investorů, co může vést ke zvýšení atraktivity destinace pro podnikatele (Herget, 2023).

Značka by měla zvýrazňovat výjimečnosti oblasti jako jsou památky či tradice, a vytvářet tak jedinečnou identitu. Ovlivňuje jich několik faktorů jako klima, kultura, výdaje na pobyt, aktivity a další (Vystoupil et al., 2007). Odrážet by měla nejen fyzické atributy, ale také nabízené služby a symbolické přednosti destinace. Značka tak může vzbudit mnoho asociací s daným místem (Ruiz-Real et al., 2020) čím se značka zapíše do mysli spotřebitelů a odliší ji tak od konkurentů. Samotnou sílu značky destinace je možné měřit rozpoznatelností z fotky, množstvím pozitivních vlastností, konverzační hodnotou a výskytem v médiích (Herget, 2023).

Návštěvníci se dnes díky technologiím, a především sociálním sítím aktivně podílejí na tvorbě imagu destinace. Příspěvky na sociálních sítích svým způsobem vytváří určité asociace s danou oblastí pro další návštěvníky, co pozitivně rozvíjí jejich vztah k dané destinaci (Korez-Vide, 2017).

3. EMOCE V DESTINAČNÍM MARKETINGU

Některé destinace využívají ve své marketingové strategii příběhy a znělky, které napomáhají ve spotřebitelích probouzet různé emoce. Pro spotřebitele se tak stane destinace zajímavější a lépe zapamatovatelná (Vystoupil a kol., 2007). Jelikož jsou nákupy v cestovním ruchu nejvíce spojené s nehmatatelným produktem, zákazníci se tak mnohem více řídí emocemi. Silná značka tak právě vzbuzuje silné emoce (Galí et al.,2017). Destinace by se proto měli snažit, aby jejich značka navázala určité (emoční) pouto se spotřebiteli a vyvolala co nejvíce pozitivních emocí (Kratochvíl a Pažout, 2006).

Jelikož jména značek ne vždy přinášejí patřičné množství informací, využívají destinace také slogany. Ty mohou předat více informací a nastínit charakteristické rysy destinace. Stejně jako příběhy pomáhají slogany ke zlepšení image a lepší zapamatovatelnosti. I přes to, že slogan může zajistit značce určité výhody, téměř polovina hlavních turistických destinací jej nevyužívá (Galí et al., 2017).
Emočně zabarvené zážitky vykazují vyšší schopnost zapamatování u spotřebitelů než ty neutrální (Levine a Pizarro, 2004). Kromě toho pozitivní emoční odezvy na marketingové aktivity příznivě ovlivňují záměr opakovaného nákupu (Niazi et al., 2012) a posilují vztah s konkrétní destinací (Kastenholz et al., 2020). Silné emoční vazby mezi turisty a danou destinací mohou představovat klíčový prvek pro odlišení od konkurence (Köck, 2021). Emoce rovněž ovlivňují image destinace (Chen a Li, 2018), co podle Sharmy a Nayaka (2018) vede k ovlivnění chování turistu.

4. METODIKA

Primární data (Lankaš, 2023) byla získaná dotazníkovým šetřením (od 28.2.2023 do 18.3.2023), přičemž bylo osloveno 176 DMO v České republice. Celkem na dotazník odpovědělo 54 respondentů, což reprezentuje téměř 33 % návratnost dotazníku. V rámci zpracování dat bylo poukázáno na DMO, kterým zaměření na emoce přineslo pozitivní výsledky, a to zvýšení návštěvnosti nebo povědomí o destinaci.

Tab. 1: Struktura respondentů (N = 54)

Typ DMO	Počet respondentů
Lokální	17
Oblastní	29
Krajské	5
Typ DMO nebyl identifikován	3

Zdroj: Lankaš (2023)

V práci byly vybrány 3 konkrétní destinace na reprezentující odlišné úrovně DMO. Destinace byly vybrány na základě velikosti (krajské, oblastní a lokální) a různého potenciálu (lázeňství, historie, příroda). Na krajské úrovni byl vybrán Karlovarský kraj, na oblastní úrovni DMO Moravský kras a okolí, z. s. a na lokální úrovni město Tábor. Následně byly u těchto destinací analyzovány marketingové aktivity na webových stránkách I sociálních sítích, zejména tedy slogany a jejich působení na emoce. V tabulce číslo 1 je zároveň možné vidět kompletní strukturu respondentů.

5. VYUŽÍVÁNÍ EMOCÍ V MARKETINGOVÝCH AKTIVITÁCH DESTINAČNÍCH ORGANIZACÍ

Z celkového počtu 53 dotazovaných DMO se jen 36 zaměřuje v rámci propagace na emoce. Z podrobnějších výsledků je možné vidět (Tab. 2) přínos primárně ve zvýšení povědomí a samotné návštěvy destinace.

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Tab. 2: Přínosy pro DMO při zaměření se na emoce (N = 54)

Výsledky, které přineslo zaměření se na emoce	**Počet odpovědí**
Jiné	1
Zvýšení počtu interakcí na sociálních sítích destinace	9
Zvýšení počtu interakcí na Instagramové stránce destinace	10
Zvýšení návštěvnosti webových stránek	14
Zvýšení návštěvnosti destinace	**16**
Zvýšení počtu interakcí na Facebookové stránce destinace	17
Zvýšení povědomí o destinaci	**20**
Nedokážu posoudit	25

Zdroj: Vlastní zpracování, 2023

Ačkoli 22 % respondentů z řad DMO nebylo schopno tyto výsledky přesně identifikovat, mezi těmi, kteří je byli schopni identifikovat, bylo nejčastějším výsledkem zvýšení povědomí o destinaci, a to až v 18 %. Dále byly zkoumány způsoby, kterými se DMO snažily vyvolat v návštěvnících emoce při dosahování zvýšení povědomí o destinaci. Z dotazníkového šetření je zřejmé, že nejúspěšnějším způsobem vyvolání emocí k dosažení zvýšení povědomí o destinaci je zaměření DMO na vizuální podobu webových stránek a sociálních médií. Velký vliv má také originalita, dobře zpracované kampaně a v neposlední řadě přizpůsobení obsahu preferencím cílového segmentu. Naopak respondenti neuváděli jako způsob, jak dosáhnout zvýšení povědomí o destinaci, používání sloganů, módních slov nebo chytlavých hesel. Respondenti také uvedli, že by chtěli svými aktivitami vzbudit zájem a inspiraci u návštěvníků. Velmi zastoupené byly také emoce jako nadšení, uvolnění a potěšení.

Z hlediska zvýšení návštěvnosti na základě zaměření DMO na emoce se tato odpověď umístila na třetím místě za zvýšením povědomí a zvýšením interakcí na facebookové stránce destinace. Přesto lze tento výsledek považovat za klíčový pro úspěch destinace. Stejně jako v případě dosažení zvýšení povědomí označily DMO za nejčastější způsob vyvolání emocí vizuální podobu webových stránek a sociálních médií. Stejné je to i v případě přizpůsobení obsahu návštěvníkům a originality, ale naopak dobře zpracované kampaně již nejsou pro tyto DMO takovou prioritou jako použití sloganu.

Tab. 3: Způsob vyvolání emocí v návštěvnících

Způsob vyvolání emocí v návštěvnících	**Při zvýšení povědomí**	**Při zvýšení návštěvnosti**
Sloganem, rýmy, melodickými slovy či chytlavými hesly	8	5
Brandingem	11	8
Komunikací v online i off-line sféře	12	8
Správně vytvořenou kampaní	12	8
Originalitou	12	11
Přizpůsobením obsahu návštěvníkům	12	11
Vizuální podobou webových stránek či sociálních sítí	13	12

Zdroj: Vlastní zpracování, 2023

Pokud jde o emoce, na které se chtějí DMO, které dosáhly zvýšení návštěvnosti destinace, zaměřit, je to inspirace s nejvyšším zastoupením. Stejně jako u respondentů, kteří za dosažený výsledek označili zvýšení povědomí o destinaci. Nadšení a zájem rovněž zaujímají přední příčky.

Emoce, na které chtějí DMO, které dosáhly zvýšení povědomí o destinaci, a DMO, které dosáhly zvýšení návštěvnosti, jsou podobné až shodné. Stejně je tomu se způsoby, jakými se snaží emoce u návštěvníků

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vyvolat. Je to dáno tím, že z 22 respondentů, kteří dosáhli zvýšení povědomí, až 12 DMO dosáhlo také zvýšení návštěvnosti.

5.1 Analýza image a propagace

Na základě znění sloganů jednotlivých DMO, které byly zjištěny z dotazníkového šetření, byly vybrány 3 destinace, a to jeden zástupce z krajské, oblastní a lokální DMO. Každá vybraná destinace má také jiný potenciál. Jedná se o destinace, které jsou navštěvovány pro lázeňství (Karlovy Vary), historii (Tábor) a přírodu (Moravský kras). V dotazníkovém šetření destinace uváděli informace o své značce a o emocích, které by chtěli vyjádřit. Tato data byla porovnána s jejich propagací na webových stránkách a sociálních sítích.

Karlovarský kraj (krajská DMO)

Ke své marketingové komunikaci vytvořil Karlovarský kraj značku Živý kraj. Kraj nabízí velké množství zážitku a atrakcí, takže slogan „Mozaika zážitků" je výstižný a odpovídá i logu značky. Karlovarský kraj však využívá více sloganů jako například „Žijeme regionem" nebo „Jeden den nestačí".

Obr.1: Logo Karlovarského regionu

Zdroj: ŽivyKraj.cz, (2023)

Slogan i logo ale neříká nic více o samotném regionu, a tak značka nemusí asociovat samotné území Karlovarského kraje. Osobnost značky popisují v dotazníku jako autentickou a živou, což barvité logo i slogan splňuje. Webové stránky evokují uvedené emoce jako nadšení, zájem a inspiraci. Značka působí velmi energicky, živě a rozmanitě. Propagace na sociálních sítích se drží vizuálu na webových stránkách a působí velmi smysluplně. Sociální sítě nejen informují, ale také vzbuzují zájem k navštívení i méně známých míst Karlovarského kraje.

Moravský kras (oblastní DMO)

DMO Moravský kras uvedl v dotazníku, že se snaží vyvolat propagací lásku a zájem. Slogan „Musíte vidět, můžete si zamilovat" tyto dvě emoce dobře vystihuje. I přes to, že ve sloganu nelze najít asociaci s územím, je stále originální a zapamatovatelný.

Obr.2: Logo Moravského krasu

Zdroj: Moravský kras, (2023)

Na webových stránkách propagují svou turistickou kartu s názvem KRÁSná karta a používají tak chytlavou hru se slovy. V dotazníku se vyjádřili, že jejich značka skrývá tajemství a láká k objevování podzemních i nadzemních krás, které jsou vyjádřené pomocí loga. Tajemnou a klidnou emoci poté vyvolávají v dalších

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propagačních materiálech, kde používají krémové a tmavé barvy. Logo, barvy a celková propagace působí tajemným a klidným dojmem. Sociální sítě lákají zákazníky k navštívení oblasti a podávají jim praktické informace

Tábor (lokální DMO)
DMO Tábor dodržuje trojbarevnou kombinaci ve všech propagačních materiálech. Samotné logo je ale poněkud nicneříkající. Slogan „Zažijte Tábor" vzbuzuje zájem k navštívení města. K osobnosti značky se vyjádřili v dotazníku jako k originální, upřímné a zábavné. Značka je sice originální, ale nelze vidět příliš zábavných složek (absentuje vtip, vtipná kresba či hravá práce se slovy). Dle dotazníku se snaží pomocí značky vyvolat zájem, hrdost, potěšení a nadšení. Především propagace spojená s výročím 600 let města vyzařuje zájem a hrdost. Fakt, že město Tábor je hrdé na svou historii je znát především z filmu o Táboře a také z propagačních videí, kde se objevují známé osobnosti. Propagace města je ale poměrně jednoduchá a nevyjadřuje zmíněné nadšení a potěšení. Jejich sociální sítě slouží primárně pro informování místních obyvatel. I přes to, že v dotazníku uvádí symbol maskota, nelze jej vidět v žádných propagačních materiálech**.**

Obr.2: Logo města Tábor

Zdroj: Město Tábor (2023)

Destinace Karlovy Vary, Tábor a Moravský kras se ve svých sloganech snaží vyvolat zájem, ale neodráží hlavní podstatu území. Slogan nevzbuzuje žádnou větší asociaci s danou destinací. Návštěvník si tak možná vybaví značku, ale nevybaví si konkrétní místo. Proto by bylo vhodné, aby destinace vytvářely slogany spojené s konkrétní lokalitou. Destinace jinak dodržují jednotnou propagaci na všech portálech. Město Tábor jako jediné cílí svou propagaci na sociálních sítích spíše na místní obyvatele. V tomto případě by mohlo město zvažovat nové účty na sociálních sítích, které budou zaměřeny pro budoucí návštěvníky. Destinace by také mohly mnohem více využívat propagaci pomocí příběhů. Neboť zrovna příběhy pomáhají navázat se zákazníky určité emocionální pouto a mohou značně ovlivnit boj proti konkurenci. Aby DMO zvýšily povědomí o své destinaci anebo zvýšily návštěvnost, měly by se zaměřit na vizuální podobu webových stránek i sociálních sítí. Zároveň by tímto obsahem měly cílit na konkrétní segment návštěvníků, snažit se vyvolat emoce, a lépe pracovat s barvami. Z dotazníkového šetření bylo zjištěno, že pouze 3 DMO chtějí cílit na loajalitu svých návštěvníků. Zároveň tyto 3 DMO tvrdí, že zaměření se na emoce jim přineslo zvýšení návštěvnosti. Lze tedy tvrdit, že by DMO také neměly opomíjet loajalitu svých návštěvníků**.**

ZÁVĚR

Cílem studie bylo zjistit jaké konkrétní emoce dané DMO využívají a co jim tato propagace přináší. Studie tak pojednává především o využívání emocí v marketingových aktivitách destinačních organizací na jednotlivých úrovních DMO.
Destinační organizace v České republice si stále více uvědomují důležitost zaměření se na emoce návštěvníků při své propagaci. Právě strategie zaměření se na emoce se zdá být úspěšná, zejména pokud se jedná o zvýšení povědomí o destinaci a zvýšení návštěvnosti v dané destinaci. Je zřejmé, že vizuální podoba webových stránek i sociálních sítí je klíčovou rolí při vyvolání emocí u návštěvníků. Důležitými faktory jsou také originalita a přizpůsobení obsahu svému cílovému segmentu.

Studie také upozorňuje na to, jaké emoce jsou pro destinace nejrelevantnější. Co se týče konkrétních emocí, které se snaží destinační organizace u návštěvníků vyvolat, jedná se zejména o zájem, inspiraci, nadšení, uvolněnost a potěšení. Naopak nižší prioritou je vděčnost, odhodlanost a síla. Podle Hosany et al. (2020) hrají emoce klíčovou roli v pochopení chování turistů a jejich preferencí. Loajalitu k destinaci také označili za jeden ze znaků přijetí návštěvníků místními obyvateli. Vystavení pozitivním emočním podnětům po návštěvě generuje vyšší míru loajality k destinaci a naopak, to potvrzují Godovykh a Tasci (2020).
Jednotlivé DMO by se tak primárně mněli zaměřit na zlepšení propagace a brandingu. Bylo by vhodné lépe spojit slogany destinací s konkrétními místy a zároveň investovat do vizuální podoby webu i sociálních sítí. Zmíněná opatření by měla vést k zvýšení návštěvnosti.
Primárním limitem práce je subjektivní hodnocení propagace vybraných troch destinačních organizací a nemožnost kompletního srovnání všech DMO v České republice. Závěrem lze na základě výše zmíněných zjištění tvrdit, že zaměření na emoce a zvolení správného přístupu k propagaci může pro destinační organizace v České republice být jeden z hlavních faktorů k dosažení úspěchu v podobě zvýšené návštěvnosti anebo zvýšeného povědomí o destinaci, napomáhá k odlišení od konkurence.

Poděkování:
IGA-PEF-TP-23-017: Aspekty a emoce cestovního ruchu v rámci turistické destinace vedoucí ke spokojenosti návštěvníků

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EFFECTIVENESS OF DMO WEBSITES AS AN ESSENTIAL MARKETING TOOL

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Abstract: In the contemporary travel landscape, destination management organizations (DMOs) have significant influence in shaping visitors' perceptions and experiences. Recognizing the critical role of DMO websites as vital marketing tools and components in the creation of destination images, this research seeks to evaluate the quality of regional DMO websites and establish a methodology for future analysis. The research also includes identifying strengths and areas for improvement within these digital platforms. The effectiveness of DMO websites as essential online marketing tools is clarified through a detailed content analysis, offering insights that go beyond mere observations. Content analysis of 30 criteria is categorized into three groups, which are attractiveness and user functionality, information value, and website management. Our examination focusses on destination websites of 54 certified regional DMOs in the Czech Republic. The results emphasize significant strengths and areas for improvement, emphasizing the need for a balanced approach, especially concerning language mutations. The unified design across regional DMOs indicates a consistent online approach, while identified gaps in contact information, details on travel accessibility, and sustainable practices represent concrete opportunities for enhancement. As the tourism landscape continues to evolve, the insights gained provide actionable guidance for DMOs seeking to improve user experience, promote inclusivity, and ensure a captivating online presence in the evolving tourism landscape.

Keywords: destination management organization (DMO), destination management, destination website, website evaluation, content analysis

JEL Classification: Z33

INTRODUCTION

In the contemporary travel environment, destination management organizations (DMOs) play a pivotal role in shaping the perception and experience of a destination for potential visitors (Chen et al., 2023). Destination websites are a key marketing tool for DMOs and a key element of destination image creation (Vinyals-Mirabent et al., 2019). The website offers a digital platform where prospective guests may learn about the location, have a taste of what's available there, and, ideally, make bookings, among other things (Moza, 2021).

The main objective of the research is to evaluate the quality of the websites of the regional DMOs and to develop a methodology according to which it will be possible to evaluate the quality of the websites of newly created DMOs in the future. An understanding of the DMO website's effectiveness as an online marketing tool can be gained from the content analysis of the website. The content analysis includes 30 criteria, that are divided into three categories: the attractiveness and user functionality of the website, the information value it offers, and the effectiveness of website management.

Our examination focuses on 54 websites belonging to certified DMOs in the Czech Republic. The findings of this evaluation promise to evaluate the current state of DMO websites. In addition, they also aim to establish the groundwork for future evaluation and to ensure that emerging DMOs can continue to use their online presence effectively.

1. LITERATURE REVIEW

DMO websites are an important marketing tool for destinations to communicate directly with their visitors (Rafetzeder, 2019). The website is used to inform visitors about the activities and attractions available in the destination and can thus serves to inspire travellers about their next holiday destination (Mele & Lobinger, 2020). There are many factors that appear to be important elements on the website and should not be missing from any DMO website. (Jeon et al., 2018). Therefore, the authors of the article focused on these elements and the overall evaluation of the DMO websites in the Czech Republic from the perspective of content analysis.

Several papers have already been published on the topic of evaluating destination websites (whether cities or entire countries). Luna-Nevarez and Hyman (2012) conducted a content analysis of the websites of the most visited cities in the world. They divided them into clusters according to similar characteristics. It was found that the websites are increasingly simpler to create and are more focused on visual appeal. Websites are trying to move information from text to images or videos, which is also easier for the user to consume (videos etc.). Potential visitors aim to get information about the destination quickly and in sufficient quality. Therefore, the website should provide information clearly to save the user's time. Thus, the efficiency of the website is improved using videos, daily updates, but also by the integration of social networks into the website.

Chek and Lei (2020) focused their study on four Asian destinations (countries). Each website was examined carefully based on five groups of criteria - technical merit, communication, information, relationship, and transaction. Based on the results obtained, the functionalities that are missing from the websites were summarized and should be included there to improve the visitor's utility. An interesting fact is that, for example, Hong Kong collaborates with other destinations to provide more benefits to the visitor.

Marchi et al. (2023) examined the official websites of two regions – Tuscany Region (Italy) and Istria County (Croatia). They focused mainly on their textual and visual content. To analyse the textual data, the authors applied the Latent Dirichlet Allocation (LDA) model and then analysed the images to see if the images corresponded with the text. The results showed that each destination focuses on a different offering, making the destination unique to visitors. At the same time, the destinations have different communication strategies between them, which also support their uniqueness. However, this methodology is very specific for evaluating websites and therefore will not be used in the research.

Cervi et al. (2023) evaluated the websites of the 26 most visited cities in the world. The evaluated parameters were divided into several groups (usability, interactivity and relationship with users, information offered, content typology and updating, social networks and transmedia content, accessibility). The authors also focused on the information provided in the context of COVID-19, as it has significantly influenced the way cities communicate with visitors.

The mentioned authors dealt with the evaluation of the content part of the website. Due to the constant development of technology, websites are also evolving (Fernández-Cavia et al., 2017), and it is necessary to update the evaluation that has been done in the past. In the most recent study by Cervi et al. (2023), the analysis of the websites was very comprehensive, however, it included many parameters that the websites of the DMOs studied do not have and so it was not necessary to include them in the analysis. For the evaluation of DMO websites, it was necessary to use other parameters that are relevant to them.

2. METHODOLOGY

Utilizing content analysis, the website's quality was evaluated in accordance with the research methods outlined by Luna Nevarez and Hyman (2012), Chek and Lei (2020), and Cervi et al. (2023). The foundation of the website rating system were these studies, which outline the essential components of DMO websites. However, the final form of the rating system was formed in collaboration with the DMO Categorization and Certification Secretariat. Based on the articles and subsequent collaboration with the Secretariat, 30 evaluation criteria were established. According to these criteria, all 54 websites of the certified regional DMOs in the Czech Republic were evaluated. When one of the criteria was satisfied, each DMO was consecutively awarded one or two points. The DMOs were arranged in order of highest score attained. Additionally, a percentage was assigned to each of the criteria based on how well each DMO fulfilled the requirements.

The assessed website's components were categorized into three sections based on its informational value, user-friendliness, and general management as a marketing tool. A website was assigned a score in the overall sum if it satisfied a given requirement. Each website gained points in this way which were then added to the total score. With certain elements graded as high as two points, a total of 33 points might have been obtained for the 29 elements that were seen. Furthermore, the examination encompassed the language variations of the websites which are vital for international presentation. In the final assessment the website gained one additional point for every language change. Language changes are the thirtieth and last component under observation.

2.1. Attractiveness and user functionality of the website

The first category of elements evaluated pertains to the website's attractiveness and usability, encompassing characteristics like visual design, layout, and general aesthetics. It emphasizes the use of captivating images and videos, attention-grabbing designs, and simple navigation. These components must be able to draw in enough visitors to the website. A DMO's website can entice visitors to stay longer and learn more about the destination by including components that improve visual appeal and provide a good first impression. Potential tourists may become so enthused about the location and feel compelled to visit if they stick around on the website and find the content interesting. In terms of user functionality, the website needs to include a search feature, a menu that is both clear and well-organized, and a mobile version—which has become imperative important. The entire user experience is enhanced by each of these components. The inclusion of a logo on the website is crucial for developing a destination's brand, as it represents the destination's identity visually and can contribute significantly to the development of a powerful and recognizable brand image.

All of the evaluated components that fall into the group of user functioning and attractiveness are displayed in Table 1 below. Except for the component for high-quality photos and videos, which the website might receive up to two points for, each of these components received only a single point.

Table 1: Website evaluation: attractiveness and user functionality of the website

Does the website contain the evaluated parameter?	YES	NO
The website contains high quality images	2 points	0 points
Images change automatically (slide show on the main page)	1 point	0 points
Effects on the buttons when you hover the mouse	1 point	0 points
Website contains videos	2 points	0 points
Website layout is balanced (elements on both sides are balanced)	1 point	0 points
DMO destination logo is featured on the website	1 point	0 points
The website is attractive, modern, imaginative	1 point	0 points
The website has a mobile version	1 point	0 points
The menu on the website is clear	1 point	0 points
The website is searchable	1 point	0 points

Source: Own elaboration

In the instance that the home page featured more than five superb photographs, the website received two points for meeting this requirement. Website was awarded one point when a minimum of two high-quality photographs were included. Photographs are considered high-quality photographs when they are clear and free of blur or low pixel quality. Furthermore, a website was awarded two points for having at least one video on the front page. It's a great feature to have a video directly on the home page because this also helps to draw visitors in and keep them on the page. In the case where videos were present on the website but not on the home page, it was awarded one point for satisfying the criteria.

If a website had a clean design, it is considered attractive, modern or imaginative. A clean design means that the website does not contain any extraneous graphic elements that would confuse the users or diffuse their attention, contain contrasting colours and has creative aspects - for example, a small map with links to the different attractions within the DMO area. Clear menus are defined in such a way that recommendations on excursions, attractions, dining and accommodation facilities, and events taking place in the destination may be found fast. In the best-case scenario, each type of information has its own menu tab.

2.2. Information value of websites

The second group of elements is devoted to information presented on the web. This set contains the main tourist destinations, attractions, natural and cultural monuments that make the destination unique. This information is very important for the user when visiting the destination. In addition to information on sights and tourist destinations, it is also advisable to have events taking place in the destination listed on the website. These can attract tourists to the destination for a certain period of time and the DMO can thus support to some extent the visitation during that period. It is essential to create a platform that allows users to access current events and local news; one way to do this is through an events calendar. Other crucial elements for the tourist can be information on accommodation, dining options and ways to get to and from the location. The DMO website can be a reliable resource for tourists wishing to plan an itinerary that includes booking accommodation, as it provides them with a wide range of up-to-date and varied information.

The website should also include information on accessible travel, the importance of which is increasingly being addressed. People with disabilities also want to travel and the destination offer should be adapted to this (Moura et al., 2023; Nigg & Eichelberger, 2021). Furthermore, accessible travel contains information on other accessibility needs that may not be obvious at first glance, such as for those with visual or hearing impairments. The website should also provide information on the sustainability elements of the destination, as this encourages responsible travel and highlights the area's commitment to socio-cultural and environmental protection (Richardson, 2021). Moreover, it is also related to tourist satisfaction and mobility, which are important for successful tourism development, which is important for further DMO activities (Tan & Ismail, 2020). Table 2 lists the different aspects together with their respective assessment.

Table 2: Website evaluation: information value of websites

Does the website contain the evaluated parameter?	YES	NO
Information about accommodation options in the destination	2 points	0 points
There are links to accommodation providers' websites where people can make accommodation reservations	1 point	0 points
Information about dining options in the destination	2 points	0 points
Information on transport options in the destination	1 point	0 points
Information on how to get to the destination	1 point	0 points
The website includes an interactive map	1 point	0 points
Information on cultural activities and attractions in the destination	1 point	0 points
Information on sports activities and attractions in the destination	1 point	0 points
Information on recreational activities and attractions in the destination (relaxation, wellness, spa, etc.)	1 point	0 points
Information about natural attractions in the destination	1 point	0 points
Information about tourist information centres in the destination	1 point	0 points
The website includes a calendar of events	1 point	0 points
Information about accessible tourism	1 point	0 points
Information about sustainable tourism	1 point	0 points

Source: Own elaboration

In the case websites had information about accommodation or dining they could get up to two points for listing more than 10 options of each component. This is due to the fact that a significant number of options should be listed, as the location targets to a wide range of segments that should be able to choose accommodation or dining facilities based on their demands. The other requirements in this group were scored one point each. Every information element was assessed based on whether it is available on the website in any manner, since information is located differently on every page. For instance, a website gained points for recreational activities if it included a tab specifically for this kind of activity or even if it just included a minimum of three wellness-related options for accommodation. If the website had at least three distinct suggestions for trips, events, and/or websites, it received points for providing information on cultural, sports, recreational, and natural activities. Websites that included contact information for the tourist information centres in their area were also awarded points.

A website gained one point if it offered accessibility-related information in any manner. For example, wheelchair accessibility information can be used as a filter for facilities, attractions, or even an interactive map. Information about sustainability received one point if the website highlighted an accommodation or dining establishment with a sustainable policy in place and if it made clear the destination's sustainability strategy. For instance, encouraging cleanup campaigns or coordinating stakeholder efforts for sustainability are examples of sustainable approaches.

2.3. Website management

The final set of components dealt with maintaining the website as a marketing tool, which included updating it frequently to keep it current and appealing to travellers. Regular updates show that the destination is active, evolving and organising events that may interest potential travellers. In addition, tourism information is often time sensitive as events, accommodation and attractions can change. Keeping the website up to date ensures that the information presented is accurate, relevant, and reliable, avoiding any confusion or dissatisfaction for visitors. A minimum of three news or articles published each month is considered "regular updating."

Additionally, the websites must be connected to other channels, including social media, so that users can interact and explore material from other online platforms in real-time. This guarantees the DMO's web presence is integrated and unified. By integrating social media with the DMO website, the organization can also tap into a broader audience and improves their competitiveness by interacting with clients and learning about their requirements and habits (Roque & Raposo, 2021).

Connecting the website to partners facilitates cooperation, promotes reciprocal assistance, and showcases the range of experiences and amenities offered at the location. This is related to, for example, the offer of accommodation, dining, and other things to do in the destination. By providing links to partners' websites, the DMO will make it easier for the visitor to find them and they will have a better experience. Another point examined was the inclusion of contact information for the DMO on their website. In essence, putting contact details on the DMO website is not only a practical necessity but also a strategic step that facilitates communication, encourages partnerships and promotes transparency and credibility within the tourism industry.

The overall quality and relevancy of the website are vital, even though the language versions of the website are an additional important factor. It is preferable to concentrate on the quality of translation for relevant languages if a location does not receive a significant number of visitors from a particular foreign region. There is no need to create a new language version for them. However, each DMO should have at least one language version on its website. Indeed, the language version of a DMO's website can influence tourist flows by affecting the amount of information that reaches the visitor (Niu et al., 2016). All criteria from the third group with their points are listed in Table 3.

Table 3: Website evaluation: website management

Does the website contain the evaluated parameter?	YES	NO
The website is regularly updated	1 point	0 points
The website is linked to other own channels (Instagram, Facebook, YouTube, other websites, etc.)	1 point	0 points
The website is linked to partners in the destination, including contacts and links to their websites	1 point	0 points
Contact details for the DMO are listed on the website	1 point	0 points
The website contains language mutations, if applicable, how many	1 point or more	0 points

Source: Own elaboration

3. RESULTS

The study evaluated the websites of all regional DMOs in the Czech Republic that had a valid certificate as of April 27, 2023. For the evaluation of the websites, it was important to distinguish which website was important to the visitor. Some DMOs have only one website that serves as a corporate website but also as a destination one. However, some DMOs have two different websites, corporate and destination one. The DMO displays its own activities on the corporate web. Destination websites, on the other hand, are targeted at travellers and seek to convey the destination to visitors. As a result, destination websites were evaluated because they contain important information about the place that visitors need to know.

Taking language versions into account, the average score for the website was 25, with the highest score in this group being 34. The average was still 23 points even if the points for language mutations were excluded. The top performing DMOs in the evaluation with regard to language versions are listed in the Table 4. In contrast, Table 5 is ranked according to the highest score, not including points for language mutations.

It is clear that the ranking will change and other DMOs that have performed better in terms of website management, content and attractiveness will come out on top. The websites of Vsetín, Koruna Vysočiny, Českomoravské pomezí, and Hradec Králové, which are tied for third place, had the highest ratings. DMO with the name Sdružení obcí Mikroregionu Vsetínsko achieved the highest number of points, namely 34 including language mutations.

Table 4: Top-ranked destination websites of the respective DMOs with regard to language versions

DMO	DMO websites	Points with languages	Points without languages
Sdružení obcí Mikroregionu Vsetínsko	www.mikroregion-vsetinsko.cz	34	26
Koruna Vysočiny, z.s.	www.korunavysociny.cz	33	26
Českomoravské pomezí	www.ceskomoravskepomezi.cz	32	28
Hradecká kulturní a vzdělávací společnost s.r.o.	www.hradecko.eu	32	26
Berounsko, z. s.	www.berounsko.net	31	28
Kladské pomezí, o.p.s.	www.kladskepomezi.cz	31	28
DMO Český Krumlov Region, z. s.	www.ckrumlov.info	30	28

Source: Own elaboration

Nevertheless, it is evident that certain locations do not require several language versions, unless they are border destinations or other significant locations that attract a lot of foreign visitors. The findings indicate that not all of them have an English translation, despite the fact that they should all have at least one as was mentioned in the chapter 2.3. According to the authors, it is unexpected and troubling that 21 out of 54 destination websites do not have even an English language version. That is a quite high percentage of 39 %. Conversely, several websites underwent multiple needless language modifications, and the points acquired as a result frequently supplanted points that were absent. Those pertaining were for instance to the website's diversity of information.

It is essential to bring out that online pages with a lot of language variations were frequently translated simply by Google Translate. The quality of the linguistic alterations on these websites is also called into question by this. Some of the better websites without counting the points from the language mutations include the DMO Broumovsko and Jizerské hory. At the same time, both of these DMOs have no language mutation as they have identical scores in both columns. Upon comparing Table 4 and Table 5, it can be inferred that, whether or not linguistic mutations were taken into consideration, the websites of Českomoravské pomezí, Berounsko, Český Krumlov, and Kladské pomezí performed the best in the evaluation.

Table 5: Ranking of websites without counting points from language versions

DMO	DMO websites	Points without languages	Points with languages
Společnost pro destinační management Broumovska o.p.s.	www.broumovsko.cz	29	29
Berounsko, z. s.	www.berounsko.net	28	31
Českomoravské pomezí	www.ceskomoravskepomezi.cz	28	32
DMO Český Krumlov Region, z. s.	www.ckrumlov.info	28	30
Jizerské hory – Turistický region Liberecko, Jablonecko, Frýdlantsko a Tanvaldsko	www.jizerky.cz	28	28
Kladské pomezí, o.p.s.	www.kladskepomezi.cz	28	31

Source: Own elaboration

4. DISCUSSION

The following findings were reached after the chosen websites were evaluated. We can draw an inference that while some sort of information is available everywhere, some things are absent everywhere. It can be inferred that the websites of the regional DMOs in the Czech Republic are comparable in terms of design since over 90 % of the destination websites received points for the following categories.

Web pages almost always have sharp, high-quality images without too small or blurry pixels, and the items on the left and right sides of the page are balanced. Furthermore, every webpage features a hover effect for the buttons. Although most websites include a mobile version and a destination logo on most pages, not all websites have these features, although all websites should have them.

Information about the destination's sporting and cultural attractions, as well as current events and natural features, is usually available on the websites. Additionally, the websites featured news or updates about the location, which is crucial for website visitors as it shows that the web is updated and increases the likelihood that they will find accurate and pertinent information there. The ability to link to other DMO channels was another element that was seen on over 90 % of the websites. This is crucial because, in order to maintain a consistent online presence, all online communication channels must be connected. The DMO can reach more target audiences by, among other things, interacting with and connecting various channels.

Only one criterion was thus extensively expanded in terms of website management. This was the contact to the DMO. Surprisingly, though, not every DMO had a contact listed on their website.

Information about accessible travel was available on just 8% of the websites, while no information was provided about sustainable travel. Information about accessible and sustainable tourism should be included on DMO websites these days since this would connect DMOs to the topics that are frequently discussed in society, namely the environment and inclusion as was mentioned in the chapter 2.2.

Based on our research it was found, that some regional DMOs have a destination website as part of their superior DMO's[1] website, which has lost some points to several of them in one NUTS 3 region. The website is designed specifically for the needs of the superior regional DMO. As a result, the regional DMO cannot tailor the website to its needs and cannot include information that it would logically include on its own website. This fact, however, is not always negative. This presentation is appropriate for some destinations. These are destinations that are less well-known among visitors. However, the NUTS 3 region in which they belong to is more well-known, so visitors will still find the information needed.

CONCLUSION

In conclusion, the evaluation of DMO websites emerges as a critical endeavour in the field of destination marketing and communication. The significance of these digital platforms in projecting a destination's identity, attracting visitors, and fostering engagement cannot be understated. In this article, we explored the DMOs websites, developing a content analysis methodology including 30 evaluation criteria to assess the quality of their websites. The criteria were divided into three groups attractiveness and user functionality of the website, information value of websites and website management.

Our study focused on the evaluation of 54 websites belonging to certified DMOs in the Czech Republic. The dual-ranking approach, with and without considering language mutations, revealed intriguing insights. Notably, the presence of language mutations emerged as a factor influencing the overall evaluation, sometimes leading to higher scores even though the websites didn't meet the rest of the criteria. These criteria were often even more important than other language mutations for the quality of information provided to visitors. While language mutations contribute to broadening accessibility and audience reach, it becomes imperative to strike a balance between linguistic diversity and the fulfilment of other crucial evaluation criteria.

[1] This superior DMO to the regional DMO is operating in the official administrative regions of the Czech Republic (NUTS 3 regions).

In addition to the comprehensive evaluation of DMO websites in the Czech Republic, it is noteworthy that our findings suggest a degree of uniformity in certain design aspects among regional DMOs. Over 90% of the destination websites received positive assessments for categories such as providing information about attractions, highlighting current events, and featuring natural features. The prevalence of these elements indicates a consistent approach to presenting key destination highlights, fostering a rich online experience for potential visitors. Furthermore, majority of websites incorporated the link to other DMO channels.

However, our evaluation also shed light on areas that deserve attention and improvement. It is notable that not every DMO website included contact information, a crucial element for user interaction, inquiries, and partnerships. This highlights a potential gap in accessibility and communication that could be addressed to enhance the overall user experience. Moreover, the findings revealed a limited presence of information about accessible travel, with only 8 % of the websites offering such details. Additionally, no information was provided about sustainable travel practices across the evaluated websites. These gaps present opportunities for DMOs to prioritize inclusivity and sustainability in their online content, aligning with global trends and traveller preferences.

In conclusion, while DMO websites in the Czech Republic exhibit commendable strengths, the evaluation has illuminated both shared successes and areas for refinement. As the tourism landscape continues to evolve, DMOs can leverage these insights to not only enhance the accessibility and user-friendliness of their digital platforms but also to champion inclusivity and sustainable practices, ensuring appealing online presence for global audiences.

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VISITOR FLOW ANALYSIS IN A TOURISM DESTINATION USING A SMALL DATA APPROACH: A CASE STUDY OF THE KOŠICE REGION

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Abstract: This research paper provides a comprehensive understanding of visitor flows within a tourist destination through the lens of network analysis. Data for the analysis was collected through a questionnaire survey, where respondents provided insights into the specific places they visited during their stay in the destination. The total number of respondents was 276. The study used network analysis methods to map and visualise the connections between different tourist locations, ultimately producing a topographical map that depicts the complex patterns of visitor movement. For the purposes of network analysis, a software called Gephi was used. The main purpose was to demonstrate one of the many ways of identifying visitor flows in a tourist destination using small data obtained from a questionnaire survey on a case study of the Košice Region. The results, presented visually on a topographic map, provide a detailed view of the interconnectivity between different tourist locations within the destination. The network analysis highlights key nodes, popular routes and potential areas for further development within the destination. Visitor flow analysis can tell us where, in what numbers and at what times visitors stay in the destination being studied. If we combine it with other data, such as socio-demographics, satisfaction levels, spending habits, accommodation preferences, modes of transport used, activities and attractions visited, etc., we can turn this analysis into a strategic tool for managing and developing the destination from a business perspective. By strategically positioning themselves along popular routes, businesses can increase their visibility and attract a higher volume of potential customers. In addition, identifying underexplored areas offers businesses the opportunity to pioneer new experiences and diversify the services offered within the destination. Furthermore, analysing visitor flows can contribute to the sustainability of tourism.

Keywords: visitor flows, tourism destination, spatial analysis, tourist behaviour, destination management

JEL Classification: L83, Z32

INTRODUCTION

Tourism is one of the most dynamic sectors of the global economy. It makes a significant contribution to global GDP, but above all it is a huge source of employment, either directly or indirectly, in every corner of the world. Before the COVID-19 pandemic, 333 million people were employed in the tourism industry, which generated 10.3% of world GDP (Alsahafi et al., 2023). It is the main source of income for many countries. Tourism is also important for the Czech Republic, where in the period before the pandemic, tourism receipts exceeded expenditures and contributed to a positive balance of payments (Janeček & Satýnek, 2021). Due to its significant role, it is necessary to continuously develop and innovate its management.

An innovative approach whose benefits can be exploited in tourism planning and management at different levels and within different tourism organisations is the monitoring of visitor flows at the destination.

When it comes to research focusing on the analysis of visitor flows, or tourism research in general, two approaches can be identified. The first is research based on small data, which includes traditional data collection methods such as: questionnaire surveys, travel diaries, interviews or observation (Baggio

& Scaglione, 2018). They are characterised by a small sample size compared to big data. Such techniques tend to be time-consuming and not always accurate, as the information is retrieved retrospectively from the memory of the respondents. The other method is based on large amounts of data and is called a big data approach. Big data can be characterised as information that, due to its size and structure, cannot be processed by traditional analytical methods and needs to be analysed computationally. In tourism, it is mainly data on the consumption and behaviour or location of visitors (Xu et al., 2020). They are a way of getting answers to virtually any question about visitors' behaviour, views and feelings. Processing this type of data requires specific skills and technical equipment, which can be a limiting factor for tourism researchers or those working in the sector (Mariani et al., 2018). However, the big data approach seems to be more precise and modern, so for the purposes of this paper we will use data collected through a questionnaire survey. When designing a questionnaire, it is possible to focus on a particular area of research by the type of questions used. In this way, we can obtain information on visitors' motivations, activities undertaken, place of stay, means of transport to/from the destination, point of entry/exit, expenditure incurred, places visited or length of stay (Padrón-Ávila & Hernández-Martín, 2020). A tourism destination can be characterised as a place to which a tourist travels or a destination of a journey. It is the place where businesses offering tourism products operate. The World Tourism Organisation (UNWTO, 2019) defines a tourism destination as the place visited that is central to the decision to travel. Tourism destinations are complex systems made up of different components. While tourists represent the demand side, the supply side is represented by stakeholders of different sizes and structures (Gajdošík, 2023). Identified visitor flows in a destination can become a strategic tool for destination management and bring a new perspective to destination management organisations. The essence of a visitor flow lies in the identification of the movement of people within a certain geographical area, but it can be complemented by socio-demographic information, their motivation, temporal information, etc. (Baggio & Scaglione, 2018). According to Beritelli et al. (2019), visitor flows in a destination are characterized by common features:

- Visitor flows are concentrated in a specific geographical area
- At the same time, there are few or no visitors in other areas
- Each individual visitor flow is characterised by a unique visitor profile, set of activities and sequence
- Visitors with similar profiles and activities form recurring flows.

The traditional approach to destination management sees the destination as a single entity made up of products, managed under a single brand, vision and image. The new approach, also known as the flow-based approach, is demand-driven and focuses on the needs of the individual visitor. The new approach allows for parallel, simultaneous and loosely linked stakeholder initiatives. The whole activity should be based on tourist flows that represent demand (Beritelli et al., 2019).
The aim of this paper is to demonstrate visitor flow analysis using a small data approach, specifically using the results of the questionnaire survey.
The Košice region is located in the eastern part of Slovakia. In terms of tourism attractiveness, it is one of the most attractive destinations with a number of natural and cultural attractions, but some of them extend into other regions, which may be reflected in the performance in terms of visitor arrivals or number of overnight stays. The most important city is Košice, which is the second largest city in Slovakia and offers a number of cultural monuments and other attractions and also has an international airport. In 2013, this city became the European Capital of Culture (Šebová et al., 2014). In terms of natural potential, the biggest attraction is the Slovak Paradise National Park in the western part of the region with many nature trails and paths. This national park is exposed to environmental degradation by heavy tourist loads and authors Janočková et al. (2015) have already pointed out the importance of sustainable development of this precious place. Figure

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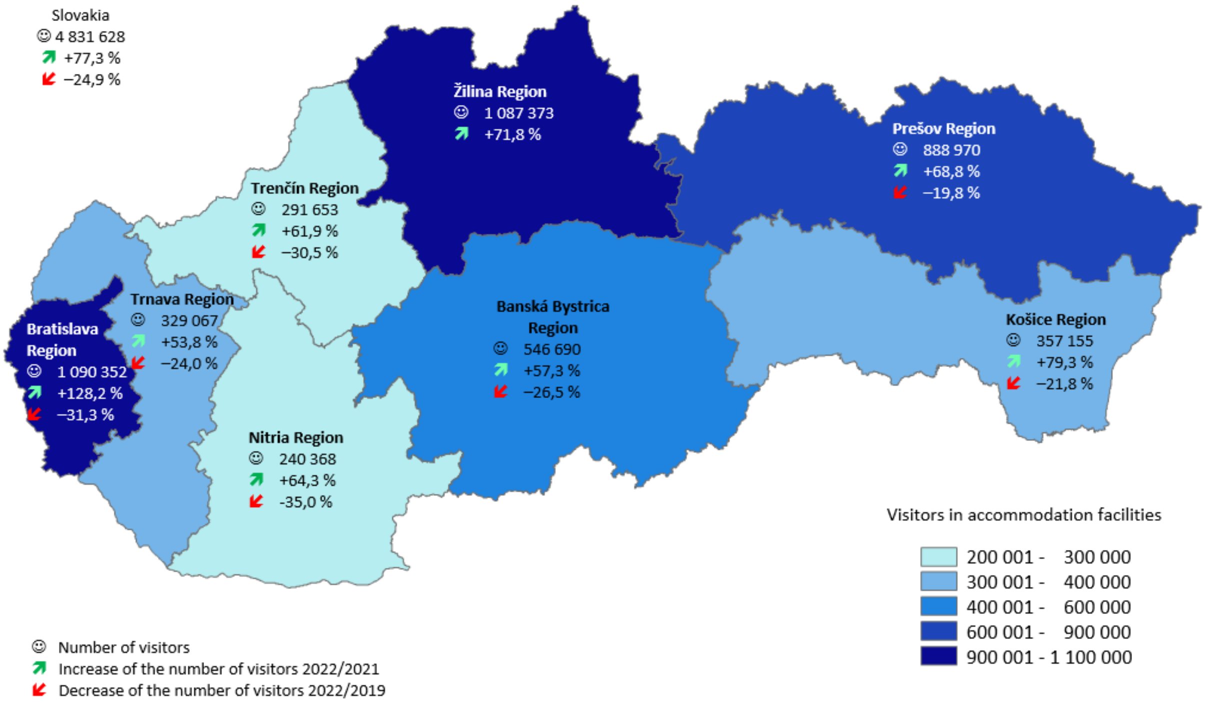
1 shows the map of Slovakia divided into different regions and depicts their performance in terms of visitors in accommodation facilities.

Fig. 1 Map of Slovakia with number of visitors in accommodation facilities based on the regions.



Source: Statistical Office of the SR, 2023

The Košice Region ranks 5th out of 8 regions with a total of 357,155 visitors in accommodation facilities (Statistical Office of the SR, 2023).

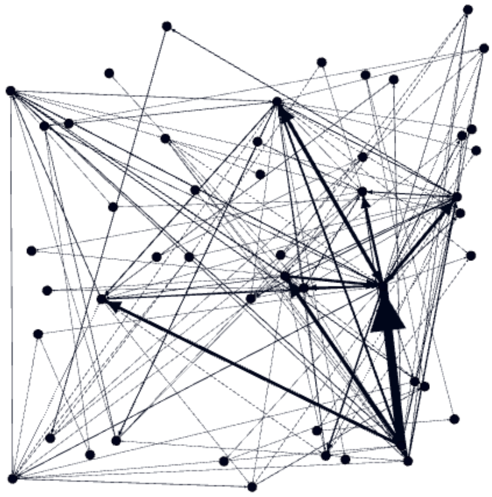
1. MATERIAL AND METHODS

For the purposes of this paper, we work with data obtained through questionnaire surveys. The questionnaire was distributed to visitors to the Košice Region, who were asked to answer the question "Which destination (place) in the Košice Region were you most interested in? (please fill one answer)". The visitor was then given the opportunity to fill in the following block "Please indicate which other places you have visited in the Košice Region". The purpose of this was to identify other places visited during their trips within the Košice Region. The questionnaire was administered by the regional tourism organisation Košice Region Tourism in 2019, which provided the data. The questionnaire also contained other questions, but for the purpose of this article we will only work with the answers to the given questions about the places visited and their order. The characteristics of the respondents are not available to us, nor are they the subject of this paper, but in practice they would be an important addition to this analysis.

2. RESULTS

The total number of respondents was 276, from which we subsequently excluded those who had visited only one place or those who listed places that are not located in the Košice Region, except for those that are located in the vicinity of the region, such as Prešov, Spišské Podhradie, Humenné. Some answers had to be generalised to make the results clearer (e.g. for Suchá Belá, we generalised this place to the Slovak Paradise because it is located in its area). The next step was to divide the individual routes between visited places (answers) into two columns in the Microsoft Excel spreadsheet, called source and target. After processing the individual answers, we obtained 408 trips (routes) made by the interviewed visitors between the places they visited. We then imported this data into a software called Gephi. Gephi is an open source software designed for network visualization and analysis allowing for spatialization, filtering, navigating, manipulating, and clustering (Bastian et al., 2009). Using network analysis, we created a network of visitor flows from the data we processed (Fig. 2). Gephi created one point for each place visited, and based on the links (paths) between the two places visited and their frequency, created a network consisting of all the places visited, representing the relationships between them.

Fig. 2 Graph of the network of visitor flows in the Košice Region



Source: own elaboration, 2023

The black dots represent the places visited, connected by lines indicating the places between which the visitors travelled during their stay in the region. The thicker the line, the greater the flow of visitors, or the greater the number of visitors on a given trip. The arrow indicates the direction in which the visitors travelled (e.g. a visit to the Slovak Paradise was followed by a visit to Košice, etc.). Such a presentation of network analysis requires further modifications. Since we are working with real places, we assigned GPS coordinates to each point, representing a visited place. We then re-ran the network analysis using the geo-layout in Gephi and redistributed the points according to their geographical location. The authors Beritelli et al. (2019) recommend using a topographical map of the destination to depict different visitor flows. Using the vector graphics editor Inkscape, we took the updated network with GPS coordinates and superimposed it on the topographic map of the Košice Region (Fig. 3). The borders of the Košice Region are marked with a red line.

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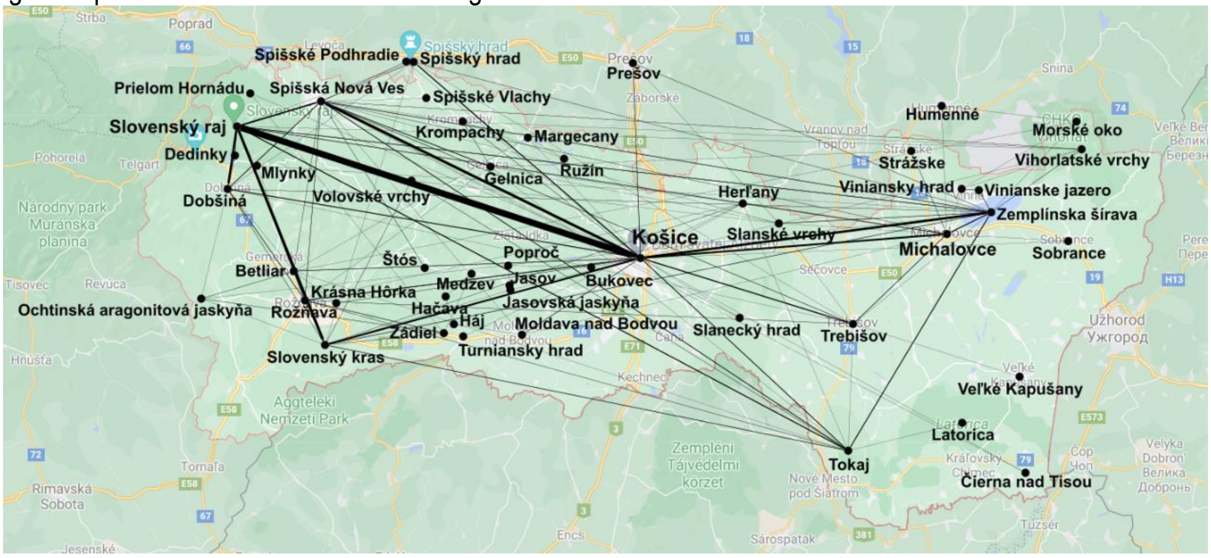
Fig. 3 Map of visitor flows in the Košice Region



Source: own elaboration, 2023

The thicker the line between two places, the stronger the flow. From the figure we can conclude that the centre of interest for visitors to the Košice Region is the city of Košice together with the Slovak Paradise. Table 1 shows the 10 strongest flows in the destination.

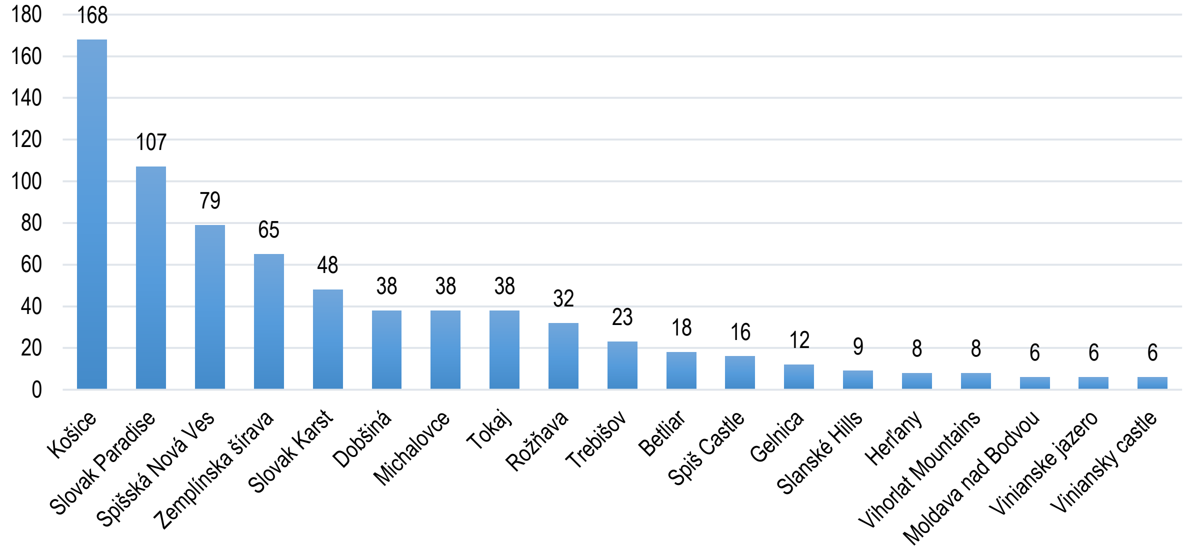
Tab. 1 Top 10 visitor flows in the Košice Region

Ranking	Source	Target
1.	Slovak Paradise	Košice
2.	Slovak Paradise	Slovak Karst
3.	Košice	Spišská Nová Ves
4.	Košice	Zemplínska šírava
5.	Slovak Paradise	Dobšiná
6.	Košice	Michalovce
7.	Slovak Karst	Košice
8.	Spišská Nová Ves	Košice
9.	Slovak Paradise	Spišská Nová Ves
10.	Zemplínska šírava	Košice

Source: own elaboration, 2023

The strongest flow is located between the Slovak Paradise and the town of Košice. The second most frequently occurring flow is the Slovak Paradise - Slovak Karst. It can be concluded that visitors who travel to the natural attractions of the Slovak Paradise tend to visit the Slovak Karst at the same time, which is relatively close. The third strongest flow is the Košice - Spišská Nová Ves. Both towns are characterised by their strong cultural and historical potential and are a major attraction for visitors throughout the year. In fourth place is the flow between Košice and Zemplínská šírava. The fifth place belongs to the flow between Slovak Paradise and Dobšiná. In sixth place is the Košice - Michalovce flow. Seventh to tenth place are the flows between the above mentioned places, but in different combinations or directions.

Fig. 4 Number of visits to individual locations in the Košice Region



Source: own elaboration, 2023

Figure 4 complements Table 1 by showing the absolute number of visits to each location by at least six visitors. The first place with 168 visits is occupied by the city of Košice, which can be considered as a kind of centre of interest for visitors, as Košice is the regional and the largest city of the region with a rich history and a wide range of attractions and opportunities to meet the needs of visitors. The second place with 107 visits is occupied by the Slovak Paradise, which is the biggest natural attraction of the region, and it was between these two places that the visitors moved most often. The third and fourth most visited places are Spišská Nová Ves and Zemplínska šírava with 79 and 65 visits respectively. The Slovak Karst was visited by 48 respondents. Dobšiná, Michalovce and the Tokaj wine region ranked sixth to eighth with 38 visits. The ninth most visited place is Rožňava, visited by 32 respondents. Its main attraction is the 14th-century Krásna Hôrka castle, located near the town of Rožňava. Trebišov rounds off the top ten most visited places with 23 visits.

CONCLUSION

The main purpose of the paper was to demonstrate one of many ways to identify visitor flows in a tourist destination, which we successfully carried out. As a result of the network analysis of the data obtained from the questionnaire survey, visitor flows in the researched location of the Košice Region are identified. Figure 3 shows all identified visitor flows, differentiated by the thickness of the line between each location. Network analysis is a suitable tool for visualising visitor flows. Our analysis has its limitations. One is the number of respondents, which is not very large. We also do not know the structure and characteristics of the respondents, so the next step would be to allocate additional information to the identified visitor flows. The main purpose of the analysis was to demonstrate one of many ways to identify visitor flows in a tourist destination based on small data.

The questionnaire survey can also be used to gather additional information about visitors. The next step should be to answer the questions: who? what kind of visitors? what do they do? where do they stay? where do they come from? where do they go? when do they come? what is their motivation? Processing such data would transform the identified flows into a strategic tool to be used by destination management organisations in a tourist destination. However, the results of our analysis also have their applicability. These results can be compared with other information available to the destination management organisation and can lead to new

decisions or be the subject of further discussion. Network analysis can help tourism destinations optimise their facilities and services based on their network position on different tourist routes (Shih, 2006).
Analysing visitor movement is crucial for tourism planning and management as it helps to understand the composition of demand and identify common patterns of movement from one place to another (Bujosa et al., 2015). Understanding the presence and movement of visitors in a destination is useful for tourism planning, hazard management, business marketing and government policy (Sowkhya et al., 2018). Based on the flow of visitors, it is possible to identify points of interest, the direction in which visitors move, and to classify points of interest according to their attractiveness and frequency of visitation. Such data can be used by tourism businesses in the planning and decision-making process. When planning the further construction of accommodation or hospitality facilities, information boards, rest areas, car parks, etc. (Padrón-Ávila & Hernández-Martín, 2020). Analysing visitor flows can also be important for sustainable tourism development, analysing visitor flows can be helpful in infrastructure planning, balancing tourism impact and supporting local businesses, but most importantly in environmental impact assessment, biodiversity conservation or carbon footprint reduction by optimizing transportation routes for example.

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POUTNÍ TURISMUS JAKO PŘÍLEŽITOST PRO UDRŽITELNÉ CESTOVÁNÍ – SOUHRNNÁ PŘEHLEDOVÁ STAŤ
PILGRIMAGE TOURISM AS AN OPPORTUNITY FOR SUSTAINABLE TRAVEL – A COMPREHENSIVE REVIEW PAPER

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Abstract: Pilgrimage tourism is one of the oldest forms of travel, although for long-time pilgrimages were not spoken of as tourism. This paper aims to explore pilgrimage tourism based on secondary sources using bibliographic records in the Web of Science database. A total of eighty-nine articles were analysed and identified as the most appropriate by the limiting criteria. The PRISMA method was used for this core sample. Subsequently, the articles were analysed through bibliographic and bibliometric analysis, and finally, the articles were proceeded to a closer content study and their classification into several types according to their focus. The article provides a comprehensive view of pilgrimage tourism research and is a suitable initial step for further development of pilgrimage tourism research.

Keywords: Pilgrimage tourism, Sustainable development, Tourism

JEL Classification: L83, Q01, Z33

ÚVOD

Turismus je velmi často vnímán jako nástroj regionálního i globálního rozvoje. Na druhou stranu je ovšem potřeba nezapomínat i na jeho negativní dopady do ekonomického, sociálního a environmentálního prostředí. Z toho důvodu je již dlouhodobě diskutováno o šetrných formách turismu, které by svým rozvojem neodpovědně nečerpaly zdroji a staly se základem dlouhodobé perspektivy. Světová turistická organizace (UNWTO, 2023) si mezi svými prioritami stanovuje kromě posilování globálního vlivu turismu, podpory znalostní kapacity a vzdělávání, zvyšování konkurenceschopnosti, podpory přínosu turismu k rozvoji a snižování chudoby, budování partnerství aj. také podporu udržitelného rozvoje turismu. Dynamický rozvoj ekonomik a s ním spojený i vysoký tlak na pracovní výkon a všeobecný stres dostává do popředí zájmu aktivity, které nabízejí balanc mezi negativními vlivy a pozitivními vlivy života. Wellness, „útěky" do přírody, sociální distanc nebo poutnictví se stává v poslední době stále oblíbenějšími aktivitami. Zvláště aktivity typu wellness nebo poutního turismu otevírají nové příležitosti v podnikání, které není založeno na konzumních principech, ale spíše na vyváženém poměru požitků a hodnot. Studie European Travel Commision potvrzují, že tzv. útěk do přírody a návrat k původním a pomalejším formám cestování je v současnosti velmi aktuální. Průzkumy také ukazují, že rezidentům často vadí přeplněnost některých míst, problémy s chováním turistů nebo odpadky, které turisté po sobě zanechávají. (Parkins & Maldonado, 2023) To vše nasvědčuje tomu, že poutní turismus může být konkurenceschopným ostatním formám turismu. Tento článek si klade za cíl monitorovat současný pohled na poutní turismus z perspektivy akademických publikací.

1. POUTNÍ TURISMUS

Poutní turismus lze definovat jako cesty s náboženským motivem nebo cesty spojené s vírou (Barber, 1993). Lze ho rozdělit na projev externí, tj. cesty na svatá místa, nebo projev interní, kdy se dochází ke spirituálnímu cíli nebo vnitřnímu porozumění. Je zřejmé, že velkou roli hraje pro téměř všechna světová náboženství, ale v poslední době dostává i rozměr právě osobnostního seberozvoje (Munar et al., 2021).

Vztah mezi náboženskými poutěmi a turismem je silný a uvádí se, že poutní turismus byl vlastně první formou turismu jako takovou a dále se cestování za zájmovými místy rozvíjelo do dnešní moderní podoby turismu. (Goeldner & Ritchie, 2014; Page & Connell, 2020; Robinson et al., 2020) Rozvojem poutního turismu se zabýval Collins-Kreiner (2016) z pohledu životního cyklu produktu. Úvodní fáze zájmu o poutní turismus byla mezi lety 1960-1990, kdy se začalo diskutovat a jeho odštěpení s ohledem na specifické potřeby segmentu poutníků. Růstová fáze pak pokračovala v 90. letech 20. století. V té době se začalo poutnímu turismu věnovat více prostoru i ve vědeckých časopisech. Byla ustálena terminologie, kdy se definoval pojem poutníka jako cestujícího s náboženským motivem. Začala se také rozlišovat centra poutního turismu na formální a populární (Cohen, 1992). Formální místa jsou více svázána s výkonem náboženského obřadu a jsou určena přímo účelům víry, např. Mekka, Jeruzalém apod. Oproti tomu populární místa jsou spojena s dalšími funkcemi míst, např. místa, která uzdravují, přinášejí štěstí apod. Fáze zralosti nastala po roce 2000, kdy se poutní turismus začal vnímat nejen jako aktivita spojená s náboženstvím, ale i jako aktivita spojená s duševní stránkou. Do konceptu poutního turismu se dostávají domény jako zlepšení duševního a fyzického well-beingu. Současný výzkum vnímá poutní turismus jako holistický fenomén s náboženskými i světskými základy (Collins-Kreiner, 2010b). Moderní poutní turismus je velmi širokým tématem, kdy dochází k uspokojování jak potřeb víry a náboženství, ale také osobnímu růstu, duševní hygieně nebo netradičním duševním praktikám.

Aara a Dhindhsa (2016) zkoumaly jaké faktory stojí za rozvojem turismu se zaměřením na poutní turismus. Jako nejdůležitější faktorem byl identifikován soukromý sektor a provozování soukromého podnikání. Tento faktor byl následován veřejným sektorem a ubytovacími zařízeními. Jako další důležité faktory jsou infrastruktura trhu, hygiena, peněžní služby, zdravotní a telekomunikační infrastruktura, dopravní infrastruktura, bezpečnost, informace a publicita.

2. METODIKA VÝZKUMU

Vědecké poznání se zakládá na publikační činnosti a jejím neustálém rozšiřování, proto je důležitou součástí každého výzkumu i teoretický fundament (Altinay, 2016). Vhodnou metodou, jak hodnotit oblíbenost a význam tématu ve vědecké komunitě může být meta analýza nebo bibliometrická analýza (Rodríguez-López et al., 2020), která zkoumá publikační výsledky z uznávaných databází. Právě bibliometrická analýza slouží k systematickému uchopení dosud publikovaných poznatků. Jedná se o kvantitativní metodu vhodnou pro identifikaci relevantních literárních zdrojů, syntézu a přehled již publikovaných prací ve strukturované podobě (Čadil, 2015; Caputo et al., 2018; Menon et al., 2021). Bibliometrii je nadřazen pojem scientometrie, která studuje kvantitativní znaky a charakteristiky vědy, vědeckého výzkumu a vědecké komunikace (Čadil, 2015). Bibliometrická analýza se zabývá vztahy mezi dokumenty, autory, vědními obory na základě bibliografických referencí a doby a místa publikace. Díky ní lze hodnotit publikační výkony mezi sebou, za jednotlivé instituce, autory, země apod. Na jejím základě lze identifikovat trendy ve výzkumu, ale i nová a populární témata (Rosato et al., 2021). Lze s ní také vyhodnotit ty nejlepší publikační výstupy, ale i periodika nebo autory (M. Kim, 2020). Pro standardizaci v bibliometrii se používá jednotná metodika, tzv. PRISMA (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*), která určuje analytický proces a výslednou prezentaci (Booth et al., 2020). PRISMA model určuje 4 základní kroky v systematické analýze. Po určení a objasnění výzkumného tématu, je potřeba:

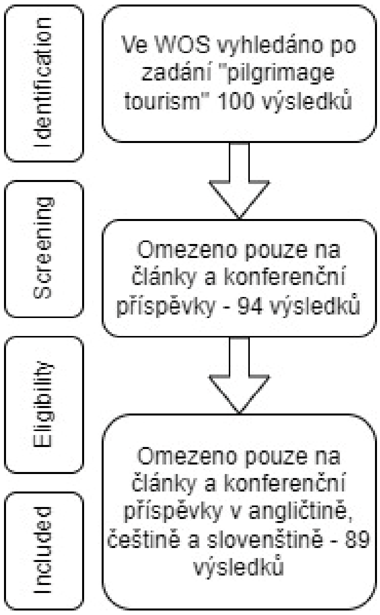
1) Identifikovat literární záznamy (identification), což se děje prostřednictvím vyhledávání záznamů v některé z databází.
2) Dále následuje kontrola výsledků (screening), kdy se omezuje nalezený vzorek různými kritérii vyhledávání.

3) Dále je potřeba ověřit způsobilost a užitečnost vyhledaných záznamů (eligibility). Opět se využívá standardních metrik pro zlepšení vzorku zkoumaných výsledků.
4) V posledním kroku se provádí export a následná analýza dat (included). (Moher et al., 2009)

Důležité je určit zdrojovou databázi výsledků. Každý výzkumník má možnost využít jakoukoliv ověřenou databázi výstupů, které jsou v současnosti běžně využívány, např. Web of Science (H. Kim & So, 2022; Li & Xu, 2021; Palácios et al., 2021); ProQuest (Behl et al., 2022); Science Direct (Li & Xu, 2021); Scopus (Baas et al., 2020; Booth et al., 2020; Menon et al., 2021); ale lze využít třeba i Google Scholar (Behl et al., 2022). Bibliografická analýza byla využita pro účel hodnotící a vztahové analýzy (Agapito, 2020; Benckendorff & Zehrer, 2013). Předmětem analýzy byly např. počet citací článků či úspěšnost časopisů, počty záznamů, úspěšnost autorů apod. Vztahy byly zkoumány prostřednictvím hustoty a síly vazeb mezi autory a časopisy. Výsledky analýzy jsou zpracovány do formátu tabulek a síťových grafů. Pro tyto účely existuje na trhu celá řada softwarů. Jejich výhodou je, že dokážou analyzovat text a lze je tedy využít i pro obsahovou analýzu např. abstraktů. Pro tento článek byl využit software VOSviewer (van Eck & Waltman, 2010). Vytvořené síťové grafy mohou mít základ v počtu citací, vazeb, časového rámce apod. Bubliny v mapách zobrazují zkoumané položky, jejich velikost odpovídá významu položky v kontextu celé sítě. Vzdálenost mezi jednotlivými bublinami ukazuje jejich blízkost vztahu. Linie mezi bublinami pak ukazuje vztahy mezi položkami.

Pro tento článek bylo využito vědecké databáze Web of Science (dále WOS). Vyhledáván byl výraz „*pilgrimage tourism*“. Uvozovky byly využity pro vyhledání pouze současné kombinace obou slov. Kromě analýzy v softwaru VOSviewer bylo využito i nástrojů samotného webu WOS. Obrázek 1. zobrazuje metodický postup vyhledávání základního souboru příspěvků z databáze WOS.

Obr. 1: Model PRISMA pro výzkum poutního turismu



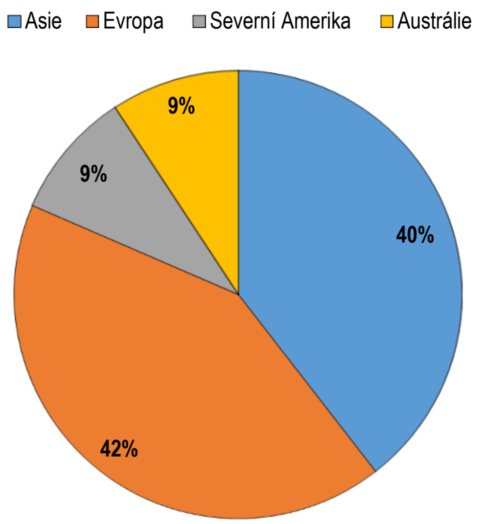
Zdroj: Vlastní zpracování z databáze WOS, 2023

Celkem bylo nazeleno na WOS 100 článků s tématem „*pilgrimage tourism*“, z čehož bylo na základě omezujících kritérií použito v bibliometrické analýze pouze 89 příspěvků.

3. VÝSLEDKY ANALÝZY

Příspěvky byly nejvíce publikovány v následujících kategoriích dle WOS: *Hospitality, Leisure, Sport, Tourism* (42,857 %); *Religion* (12,088 %); *Management* (10,989 %); *Business* (9,890 %); *Economics* (7,692 %); *Antropology* (6,593 %); *Environmental Studies* (6,593 %); *Sociology* (6,742 %); *Environmental Sciences*

(5,495 %) *Geography* (5,495 %), další kategorie byly zastoupeny méně než 5 %. Již z těchto kategorií je znatelné, že se o poutním turismu i na poli vědy uvažuje v rámci udržitelnosti (*Environmental Science* a *Environmental Studies*). Z hlediska výzkumu se ukazuje, že 80 % publikací je zaměřeno na cca 20 % výzkumných oblastí. Jedná se s významným podílem o *Social science* (46,2 %), dále pak *Business Economics* (24,2 %) a *Religion* (12,1 %). Environmentální studia a ekologie byla zastoupen 7,8 %, takže i z tohoto pohledu lze konstatovat, že poutní turismus je vnímán jako aktivita hodná zřetele pro téma udržitelnosti a environmentu.
Nejstarší příspěvek ze vzorku nalezených článků byl publikován v roce 1992. Od tohoto roku byla pozornost poutnímu turismu věnována velmi sporadicky. V roce 2006 byl publikován 1 další článek. Větší systematické pozornosti se poutní turismus dočkal od roku 2014, kdy bylo publikováno 7 článku a v roce 2016 již 11. Od roku 2014 bylo publikováno každý rok min. 5 článků na téma poutního turismu až do roku 2022, kdy byly publikovány články pouze 3.
Vybraný vzorek článků a konferenčních příspěvků byl publikován v 76 časopisech nebo konferenčních sbornících. Nejvíce článků bylo otištěno v *Annals of Tourism Research* (5), *Religions* (4), *Sustainability* (4), *Tourism Geographies* (3), *Tourism Management Perspectives* (3). Dva publikační výstupy byly otištěny v celkem 9 časopiseckých nebo konferenčních zdrojích. Polovina všech zkoumaných příspěvků byla publikována ve 22 zdrojích, což představuje 29 %. Lze tedy konstatovat, že specializací na poutní turismus se nevyznačuje žádný z publikačních zdrojů. Nejčastějším vydavatelským domem je Taylor & Francis (15), Elsevier (13), MDPI (8), Emerald Group Publishin (5), Sage (5) a Wiley (5).
Obr. 1: Geografické rozdělení publikovaných článků dle afiliace autorů



Zdroj: Vlastní zpracování na základě WOS, 2023

Obrázek 1 ukazuje rozdělení zkoumaných vzorků dle afiliace jejich autorů. Je zajímavé, že poutní turismus můžeme vnímat jako ryze evropskou záležitost, ale poměr mezi evropskými a asijskými pracovišti ve zkoumání poutního turismu je téměř shodný. Překvapivé je, že tradičně silně věřící národy Jižní Ameriky nejsou zastoupeny vůbec. Tento jev může být způsoben ale také obecným zaměřením vyhledávání výsledků v databázi WOS, kdy byl vyhledáván termín poutní turismus. Nejčastěji pochází články o poutním turismu z Indie, Slovenska, Číny, USA, Austrálie, Polska, Izraele, Nového Zélandu, Taiwanu, Česka a Portugalska. Přičemž lze konstatovat, že v Česku nebo Portugalsku se věnují autoři tomuto tématu až třikrát méně než v Indii. Nicméně je zajímavé, že státy s bohatou náboženskou tradicí se zabývají poutním turismem na relativně podobné úrovni jako státy tradičněji řazené jako více ateistické.

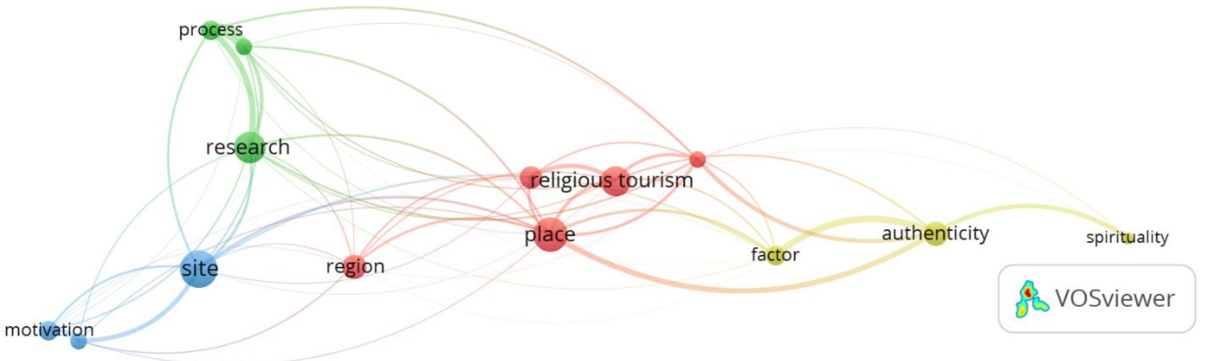
Zajímavý pohled na vybraný vzorek příspěvků nabízí rozřazení do kategorií dle cílů udržitelného rozvoje. Nejvíce zastoupený je cíl Udržitelná města a obce (62), Zdraví a kvalitní život (4), Život na souši (3), Konec chudoby (2), Důstojná práce a ekonomický růst (2). Dále byly vždy zastoupeny pouze jednou následující cíle Rovnost mužů a žen; Pitná voda, kanalizace; Průmysl, inovace a infrastruktura; Méně nerovností; Klimatická opatření; Mír, spravedlivost a silné instituce.
Pro podrobnější analýzu vybraných příspěvků bylo využito nástroje VOSviewer. Jako první byly podrobeny analýze vzájemná propojení mezi autory.
Počet citací za jednotlivé autory identifikoval i autorské kolektivy. Nejvíce citací má Noga Collins-Kreiner (111). Dále jsou autorské kolektivy Mats Nilsson a Mekonnen Tesfahuney (74), Alžběta Királová, Martin Mudrik a Robert Štefko (49) a poslední kolektiv Naresh Nayak a Reni Polus (5).

Obr. 2: Počty citací dle autorů

Zdroj: Vlastní zpracování s využitím VOSViewer, 2023

Analýza textu v titulcích a abstraktech článků odhalila několik témat, která lze rozdělit do 4 klastrů, viz obrázek 3. Celkem bylo identifikováno 14 položek.

Obr. 3: Výsledky analýzy textu z titulků a abstraktů článků



Zdroj: Vlastní zpracování s využitím VOSViewer, 2023

První klastr je největší a obsahuje 5 položek (*concept, place, region, religious tourism, shrine*), v obrázku znázorněn červenou barvou. Druhý klastr obsahuje 3 položky (*person, proces, research*), znázorněn zelenou barvou. Třetí klastr je znázorněn modrou barvou a obsahuje také 3 položky (*motivation, pilgrimage site, site*) Poslední klastr znázorněn žlutou barvou obsahuje také 3 položky (*authenticity, factor a spirituality*). Nejaktuálněji jsou publikovány příspěvky s tématem autenticity a spirituality. Při další analýze tentokrát pouze textu z titulků byly identifikovány také 4 klastry. Zajímavé je, že nejaktuálnější položky, které se v článcích objevují jsou autenticita, dopady, motivace a poutnictví. Další položky se dopadů či jiného slova ve spojení

s dopady turismu v analýze neobjevovaly. Z toho vyplývá, že aktuálně se hledají provazby a východiska poutního turismu ve vztahu k udržitelnosti.
Nejčastěji byly ve zkoumaných příspěvcích citovány články z následujících 5 časopisů (*Annalst of Tourism Research; Tourism Management; Journal of Tourism Research; Journal of Travel Research; Contemporary Geography of Leissure Tourism*).
Příspěvky na Web of science by se daly rozdělit do několika skupin.
Někteří autoři se zabývají antropologií poutního turismu (Padin et al., 2016) a obecně vztahu mezi poutnictvím, turismem a pohostinností (Collins-Kreiner, 2010a; Paganopoulos, 2021). Pozici poutního turismu v systému turismu popisují např. Fakhrutdinova et al. (2017).
Některé články se zabývají strategií poutního turismu v určité oblasti, kde vystupuje jako hlavní téma náboženství (Molaei, 2023). Ve zkoumaném vzorku článků se objevuje islám, taoismus, křesťanství, židovská víra, budhismus ale i posvátná místa Romů nebo řecká ortodoxní víra (Terzidou et al., 2017) apod. Výzkumy se zabývají i menšinovými odnožemi mainstreamových náboženství, které jsou využity pro poutní turismus jako je mormonství (Hudman & Jackson, 1992).
Články, které jsou analytické či deskriptivně analytické, resp. popisují poutní turismus v určitém okruhu např. (Aara & Dhindhsa, 2016; Bakota, 2013; Čábyová, 2016; Handriana et al., 2020; Shuo et al., 2009) nebo zkoumají podmínky pro jeho rozvoj (Bogan et al., 2019; Chaturvedi et al., 2015; Christie, 2019; Wooding, 2021). Některé články jsou zaměřeny na určitý typ atraktivity, které jsou hlavním motivem pro účast na poutním turismu (Badone, 2008; Bideci & Albayrak, 2016; Buzinde et al., 2014; Casais & Sousa, 2020; Christie, 2019; Collins-Kreiner, 2007; Liu et al., 2022; Maclean, 2009; P.B. Singh et al., 2021; Zhang et al., 2023)
Články, které jsou zaměřené na vzájemné vazby mezi poutním turismem a dalšími oblastmi. Dopady poutního turismu na ekonomický růst, emise CO_2 a spotřebu energie zkoumali Ozturk et al. (2022). Koncept životního cyklu ve vztahu k poutnímu turismu zkoumal (Collins-Kreiner, 2016). Může se jednat, ale také o obecný koncept udržitelného turismu (Senbeto, 2023) nebo o koncept zelených destinací, který lze poutním turismem v kombinaci s dalšími typy turismu rozvíjet (Bellia et al., 2021).
Některé články se zabývají ovlivňováním poutního turismu různými změnami v prostředí. Jako zásadní změna v nedávné historii byla např. pandemie COVID-19. I v poutním turismu měla tato nemoc svůj vliv (Shaheer et al., 2022).
Vliv poutního turismu na účastníka je další oblastí výzkumu, a zároveň se jeví jako jedna z nejaktuálnějších (Tsaur & Lin, 2023). Tématem post-sekulárního turisty a jeho vztahu k poutnictví se zabývají Nilsson a Tesfahuney (2018) Nilsson a Tesfahuney (2016). Podobně konceptuálně metodický článek nabízí Collins-Kreiner (2010), která diskutuje, jak se mění přístup ve výzkumu poutního turismu. Dále také řeší rozdíly mezi sekulárním a náboženským poutnictvím. Duchovní hodnoty a motivy sekulárního poutnictví zkoumají i Hall et al. (2018). Naopak poutní cestu jako hledání své existence, tedy motiv spíše světský a duchovní od toho náboženského lze vnímat ve výzkumu Munar et al. (2021). S tímto konceptem souvisí také autenticita a motivace účastníka poutního turismu, která může být jak duchovní, náboženská či pouze profanací moderních trendů vyvolaných umělou stimulací (Jirásek, 2014). Autenticita – duch a identita místa poutního turismu je velmi důležitou složkou, která je ovlivňována i autenticitou víry, aktivity. Pro poutního turistu je důležitý ale i mnohem komplexnější prožitek, který je ovlivňován konceptem života a přístupu k víře nebo Bohu. (D. Wang et al., 2024). J. Wang et al. (2020) dále diskutuje ve svém výzkumu motivy, zážitky a benefity poutního turismu pro účastníka. Poutní turisté se neliší jen podle víry a typu poutnictví. Fundamentálním faktorem je také sociální skupina či národnost, ve které turista žije (Progano et al., 2021).
Část příspěvků se věnuje vzájemnému vlivu marketingu a poutního turismu. Například jakým způsobem je budována image destinací prostřednictvím online recenzemi či jejich propagaci v literatuře. (Nayak et al., 2023; Park et al., 2016) Image posvátných míst je důležitým objektem výzkumu několika výzkumníků. (Cheng & Chen, 2014) Podněty pro rozvoj poutního turismu nemusí být vždy tak přímočaré jako je tomu u klasických

nástrojů marketingu, ale může se jednat například o zvýšení zájmu o destinaci či aktivitu vlivem filmové produkce, tak jako to zkoumá např. Lopez et al. (2015). Stejní autoři svůj výzkum dále rozvíjejí i o myšlenky v oblasti udržitelnosti a udržitelného turismu, který může být vlivem filmové produkce významně ohrožen. (Lopez et al., 2018)

ZÁVĚR

Přehledová stať si kladla za cíl identifkovat současný pohled na poutní turismus prismatem vědeckých výstupů v podobě článků a příspěvků z konferencí, které jsou uveřejněny v databázi Web of Science. Bylo zjištěno, že kvantita publikovaných výstupů není tak velká jako je tomu u jiných typů turismu (v rámci výzkumu bylo identifikováno pouze 89 záznamů). Tyto záznamy byly podrobeny detailní analýze pomocí bibliometrické a bibliografické techniky. Hlavními proudy ve výzkumu poutního turismu lze identifikovat analyticko-deskriptivní studie, které jsou v naprosté převaze a popisují současný stav, či předpoklady pro rozvoj poutního turismu či potenciál jednotlivých atraktivit pro poutní turismus. Dále je velká část autorů zaměřena na osobnost poutníka či poutního turisty. Velká diskuse panuje nad otázkou motivace k poutnímu turismu, která může vycházet jak z náboženských, duchovních motivů či může být zcela ovlivněna módností nebo marketingovými aktivitami organizací destinačního managementu. Třetí velká část výzkumů se zabývá vzájemným působením poutního turismu a prostředí, ve kterém se odehrává. Tyto studie popisují dopady poutního turismu na prostředí, ale také výkony, které mohou být pozitivního charakteru. Ve většině příspěvků se diskutuje nad tím, že poutní turismus je možné chápat jako udržitelnou formu turismu. Pouze ve spojení s některými marketingovými aktivitami se může stát, že rozvoj turismu je příliš masový (např. filmový turismus). Na závěr lze konstatovat, že ve výzkumu poutního turismu není zcela významně zastoupen motiv ekonomických dopadů poutního turismu do lokálních či regionálních ekonomik. Stejně tak není kladena zcela velká pozornost na podnikatelské subjekty, které by mohly ekonomické aktivity spojené s poutním turismem rozvíjet. Na závěr je nutné uvést limity tohoto článku a výzkumu. S ohledem na rozsah a časovou náročnost, bylo při výzkumu využito pouze článků vyhledaných na základně jednoho vyhledávacího hesla. Obecně lze mluvit o poutním turismu jako o *„pilgrimage tourism“*, ale v praxi se mohou vyskytovat i jiná slovní spojení, proto nemusel být základní vzorek zcela úplný. Úplnost vzorku je také omezena zdrojem informací, kterým byla databáze Web of Science. Další výzkumy mohou být uveřejněny v databázi Scopus, Google Scholar aj. Z tohoto důvodu nemohou být výsledky zcela zobecňovány.

Poděkování
Článek vznikl v rámci projektu IGA_CMTF_2023_006 *Katolická církev a její působení v českých zemích v 19. a 20. století*

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NÁZEV PŘÍSPĚVKU (V PŮVODNÍM JAZYCE PŘÍSPĚVKU, ARIAL NARROW, 16PT, VELKÉ, TUČNÉ, NA STŘED) / PAPER TITLE (IN ORIGINAL PAPER LANGUAGE, ARIAL NARROW, FONT SIZE 16PT, UPPER-CASE, BOLD, CENTRED) PAPER TITLE (IN ENGLISH, ARIAL NARROW, 16PT, UPPER-CASE, BOLD, CENTERED)

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ÚVOD / INTRODUCTION

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1. NÁZEV KAPITOLY / CHAPTER TITLE (12 pt, velké, tučné, číslování víceúrovňové, 12pt, upper-case, bold, multilevel numbering)

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1.1. Název podkapitoly / subchapter title

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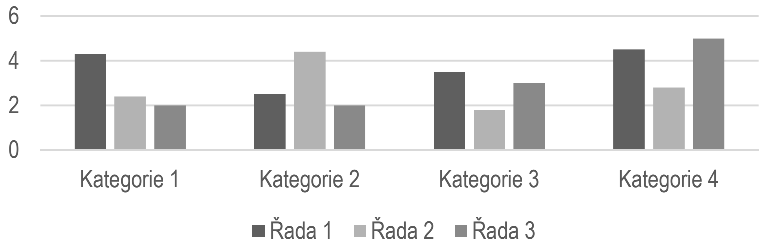
Tab. 1: Název / Title

Zdroj / Source: Xxx xxx xxx

[1] Poznámka pod čarou / footnote (Arial Narrow, 10pt)

Obr. / Fig. 1 Název / Title



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Obrázky a tabulky jsou číslovány a v textu na ně musí být odkazy (Tab. 1). Figures (Fig.) and Tables (Tab.) are to be numbered and the references must be in the text (Tab. 1). Grafy a schémata jsou taktéž obrázky (Obr.). / Charts and Graphs are also Figures (Fig.)
Obrázky i grafy musí být zřetelné v černo-bílém tisku. Pictures and graphs must be visible and clear in a black and white print.
Vzorce (rovnice) se označují číslem v kulaté závorce. Formulas (equations) are to be numbered. (1)

ZÁVĚR / CONCLUSION

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ZDROJE / REFERENCES

Odkazy v textu uvádět v závorkách / references in text get in parentheses
Příklady odkazů v textu / Examples of references in text: Kotler, Keller (2007, p. 120) / Kotler a (and) Keller (2007), (Kotler & Keller, 2007)
Prosím, zkontrolujte si, že všechny citované reference jsou také uvedené ve zdrojích. Please ensure that every reference cited in the text is also included in the reference list.
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Slaninková, J., Girgošková, M. (2011). Competency model as a condition for development and performance of human ressource in the company. *Trendy v podnikání.* 1(1), 28-34.

Informační technologie. (2013). *Český statistický úřad.* Retrieved May 12, 2013, from: <http://www.czso.cz/csu/redakce.nsf/i/informacni_technologie_pm>.

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