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DICTIONARY OF USEFUL MARKETING TERMS

CREATING VALUE FOR THE CUSTOMER WITH INDUSTRIAL SERVICES: SELLING INDUSTRIAL SERVICES IS NOT A MATTER OF PRICE

According to the ESIC (European Service Innovation Centre) report, the Upper Austrian region is characterized by a strong manufacturing sector where service innovation driven transformation represents an inevitable step forward and is thus used as a large-scale demonstrator for the dynamic and broad impact of service innovation. The pricing of industrial services is a vast topic and difficult due to the complex parameters of services but represents one of the issues when talking about industrial services. As the Austrian region with high export rates and a broad international business presence, this paper focuses on companies in Upper Austria when elaborating on the importance of pricing regarding different value oriented services. Moreover, the paper emphasizes on general parameters that are important in the field of industrial services. In order to receive a more profound knowledge about the topic the authors worked closely together with the industry. A qualitative study conducted with five Upper Austrian companies highlights the challenges as well as the most important parameters and dynamics when actively selling additional services in the manufacturing industry. 51 in-depth interviews were carried out with sales employees, customers and experts from the respective companies. The results suggest that there are certain value dimensions which have to be taken into account for the successful delivery of industrial services. From a sales point of view price is the most important factor. However, this contradicts the common view of customers who rather base their choice on the aforementioned value driven aspects. Customers are more long-term and relationship oriented. Hence, the value benefits should be the main communication message towards the customer, and sales staff has to be trained accordingly.

1 Introduction ——— Industrial services have always been an important part of companies' value chains and thus subject to many strategic decisions. They are also one of the differentiation possibilities when markets are saturated and customers are believed to base their decisions up to a certain extent on intangible aspects. Firms moved away from short-term success strategies to building up long-term relationships with suppliers (Ulaga and Eggert 2006).

Gitzel et al. (2016) define industrial services as "activities directly supporting a customer's value creation by positively influencing their industrial production processes." In this paper knowledge-intensive industrial services are defined as services which are provided and developed by manufacturers of industrial equipment and marketed to industrial clients. They may or may not be provided in relation to or in conjunction with industrial goods and the various phases of the asset lifecycle. Thus, industrial services can be classified into pre-purchase, at-purchase and after-sales services (Homburg and Garbe, 1999). Knowledge-intensive services seek to facilitate the customer's life through process optimization and the embedded rise of efficiency and effectiveness. Hence, the definition entails diverse industrial services like installation and commissioning, maintenance and repair, refurbishment and recycling services, trainings, hotline, machine and usage demonstrations, as well as support and troubleshooting. Furthermore, value-added services comprise activities such as condition monitoring, predictive maintenance, advanced diagnostics or asset and fleet management.

The region of Upper Austria provides an example of a driving economy where services and the transformative power of service innovation have yet to realize their full potential. Specialization in medium-tech to high-tech manufacturing makes Upper Austria the nation's most export-oriented region. However, Upper Austrian manufacturing industries are facing increasing challenges as a result of globalization and corporate mobility, therefore looking towards knowledge-intensive services as a way of sustaining the competitiveness and economic growth of the region represents a driver of economic transformation (European Commission 2016). As mentioned earlier, industrial services range from maintenance and spare parts management to technology-focused services up to the handling of entire processes for clients in full service contracts. Despite all the involved potential industrial service is still a neglected topic in research. As a result, there is still a lack of methods, standardization and suitable approaches to successfully utilize the full service potential. Despite the country's relatively good performance in manufacturing, it is also apparent that the development of knowledge-intensive services in Upper Austria is lagging behind the rest of Europe. Opportunities to transform existing manufacturing strongholds and their traditional pricing strategies through service innovation are not being fully realized (ESIC 2014). The growing consensus in the manufacturing industry is that knowledge intensive services represent a necessary step forward and have the potential to upgrade the traditional economic industry into a more productive, competitive and value-added business. There is a growing need to assess, analyze and demonstrate what impact knowledge intensive services can have on a company seeking to change to a service provider and to understand its potential when it comes to future competitiveness (ESIC 2014).

Carefully designed price levels regarding industrial services are a factor when it comes to customer satisfaction and is an important point in supplier-buyer relationships. Pricing has the power to attract and capture market demand and seen from the supplier's perspective designing appropriate pricing is a key factor for business success. Moreover, it is vital when it comes to the optimization of a product's or service's true worth (Yeoman 2004). Yet, it was identified that there is a lack of knowledge when it comes to how industrial services should be priced in particular. Industrial services differ from products in a number of fundamental ways including intangibility, heterogeneity, perishability, inseparability, the critical role of employees in customer contact, and the need for a more extended marketing mix. These differences hold important implications for the development of pricing programs (Kostis 2009).

In contrast to the consideration of prices being an important factor in supplier-buyer relationships, Ulaga and Eggert (2006) pointed out in their study that price shows the weakest potential for differentiation. They indicate that relationship benefits display a much stronger potential for differentiation than do cost considerations.

Another issue to be considered is the finding of Ulaga and Eggert (2006) stating that supplier managers mainly focus on price as the key indicator of a successful supplier-buyer relationship whereas customers put more focus on the supplier's capacity to offer a fair market price. According to their findings, customers were hesitant to overemphasize on the price issue as a cheaper offering can always be found. Thus, the customers were searching for a supplier which is able to support the client's respective business needs and supply at a good price, passing cost savings on to customer. These findings indicate that there is a disparity of internal (supplier) and external (customer) price perceptions and that consumers actually show only a moderate interest in prices of goods purchased (Ulaga and Eggert 2004).

This point of view is shared by Hinterhuber (2004) who highlighted that managers have a general tendency to believe that price is an important issue for customers whereas customers are frequently unaware of prices paid and that price is considered of being one of the least important purchase criteria. This common misconception can be crucial and leads to companies losing potential profits by frequently making price concession.

Neither one of the aforementioned research studies focused on the different price perceptions when it comes to industrial services for b2b customers. Going deeper into this topic, one goal of the underlying research study is to find out if there is a different understanding or considerate inconsistencies of price levels in supplier-buyer relationships regarding industrial services of manufacturing companies in Upper Austria. Hence, the following research question had been developed:

RQ1: What is the perception of price levels of industrial services from an outside and inside perspective?

A pricing strategy based on customer values helps in maintaining and expanding existing clientele by offering high quality prestigious services, with the outmost goal of financial prosperity on the long run. Despite the fact that many companies claim to have the objectives of building long-term relationships with their customers, this is not always fully apparent in their service offerings. Services require a thorough understanding of how to help customers receive value. Anderson et al. (1993) define value in business markets as [...] "the perceived worth in monetary units of the set of economic, technical, service, and social benefits received by a customer in exchange for the price paid for a product offering, taking into consideration the available alternative suppliers' offerings and prices."

This definition indicates that also services can and should be translated into monetary terms in order to make the benefits of an offering visible to the customer. Also Terho et al. (2011) mention the importance of the visualization of value and the translation of customer benefits into monetary terms. Moreover, customer-perceived value can also be regarded as the difference between perceived benefits acquired and the perceived sacrifices made by a customer (Flint, Woodruff and Gardial 1997). These aspects of the value concept in general can be easily transferred to value in line with industrial services.

From an academic point of view, differentiation in business markets includes a value-based perspective which should not be disregarded (Ulaga and Eggert 2006). Despite the positive effects of providing customer value, many suppliers simply add layer upon layer of services to their offerings instead of tailoring their industrial services to customers' individual needs. Simply said, many suppliers are missing out on opportunities to win, retain, or increase the significance of their offering to the client's business. It was found that some suppliers provide customers with more services than they actually need at prices that sometimes do not necessarily reflect the value of those services to the customers. The problem at this point is that companies are not aware of the real value for the customer and many do not determine the necessary aspects and dynamics. Nevertheless, knowing the value drivers for specific industrial services can help a company to effectively design the offers and thus, make more profit. Therefore, the resulting research question for this paper is:

RQ2: What are the main "value dimensions" of successful service delivery?

Austria's economy features a large service sector but many industrial companies face problems with the identification of the value drivers of their services and the different price level perception. Besides, the sales of the services, the international marketing and the strategic service management are often challenging. Additional difficulties occur with the integration of services in the organization and the establishment of a service culture. In order to identify and address those problems gaining further practical insights concerning the value of knowledge-intensive services and their pricing was indispensable.

2 Methodology ——— This paper is based on a literature review which served as the basis for a qualitative research study. Qualitative research was chosen as it was seen to provide in-depth insights into the world of industrial services.

The focus of the underlying research was put on the region of Upper Austria as it has a strong manufacturing sector. The manufacturing industry provides a vast variety of industrial services hence many manufacturing companies face the aforementioned challenges. In the scope of the project, called ServPrice, the University of Applied Sciences worked closely together with five Upper Austrian manufacturing companies which represent a convenience sample.

The time frame for the implementation of the project was October 2015 to December 2016. Research was conducted following several steps. As a starting point several workshops with management representatives were carried out in cooperation with the partner companies in order to specify the industrial services taken into consideration for this study. Secondly, various expert interviews were conducted in order to get a better overview about the different service dynamics. The experts in this case were service technicians who had a great knowledge in their specific field. The identification of the sample was led by judgmental selection.

Following this step, two interview guidelines, one examining the internal (company) view and one focusing on the external (customer) perspective was created in cooperation with the respective participating firms. In order to adequately answer the research questions both internal and external perspective had to be taken into consideration. The interviews were carried out using an in-depth approach in order to receive deep knowledge and understanding of the topic under study. In-depth interviews with sales people describe the internal view of value drivers and price level perception. In order to assess the external view of industrial services several clients were selected by the partner companies and the in-depth interviews were carried out according to their selection. The corresponding interview guideline was structured as follows:

- Discussion of existing services.
- Value of the services offered.
- Loyalty towards services.
- Services of competition.
- Service innovation.
- Perception of overall service quality.

The interview guideline for the evaluation of the internal perspective included an additional section in order to assess the sales dimension of industrial services.

The questionnaire was a combination of open questions and performance assessment questions (e.g. "How would you rate the general service quality on a scale from one to five? One being the best, five being the worst possible grade."). The interviews were either carried out via telephone or face-to-face and had all been recorded, transcribed and analyzed. The analysis was made with the MaxQDA software and a relevant coding list. In total 51 interviews were conducted – among them 24 customer interviews, 13 interviews with sales people and 14 expert interviews. Thus, the number of respondents for both internal and external perspective was well balanced. Due to the international approach of the responsive partner companies several nationalities of the interview respondents were represented, including Austria, Germany, Switzerland, United Kingdom, United States of America, Chile and Mexico.

3 Findings ——— The preceding research provided an analysis of five Upper Austrian companies and their service offerings of knowledge intensive services. Based on the insights gained from in-depths interviews, various conclusions relating to the value of industrial services and their potential to transform local industries had been made. Besides securing local firm's competitive advantage, industrial services also create opportunities for directly addressing some of Upper Austria's challenges mentioned earlier. In this context, a number of dimensions, when it comes to using services to create and capture more value and better fulfil consumer demand, were identified.

To begin with, industrial services are vital for manufacturing companies as their lack might be harmful for the b2b customer's daily business and success. For example, without proper and regular maintenance service a machine might break down. Those breakdowns are risky and might cost customers a lot of time, not to mention the tremendous costs involved.

"The service is the thing to buy a machine because everybody wants to buy a machine and to have the machine running the service is the main part or the main thing to deal with. "

„No company these days can afford a breakdown of a machine – they are the heart of a company."

These statements highlight that industrial services as such constitute a significant value for the customer which can and should be expressed in monetary terms in order to make its effects clearly visible to the customer. In the scope of the research project several aspects or requirements of industrial services were mentioned continuously. As a result, those requirements were summarized into three general value dimensions which are important for the successful delivery of superior industrial services.

4 Value dimensions for successful service delivery ——— Research participants consistently described a set of various value-creating aspects which were summarized into three overall dimensions: performance, expertise and personal interaction. Those dimensions consist of various factors which are important regarding the successful service delivery in b2b industries. In this section those three value-creating dimensions are presented.

4.1 Performance ——— The first dimension is related to the implementation of industrial services and highlights some key aspects in order to achieve superior service performance. Those aspects are hence creating value to the customer. The performance dimensions consist of three elements.

The first element is reliability. Reliability refers to a supplier's ability to deliver consistent performance levels over time. This element is also a lot about trust and the feeling of security which are both a key factor in supplier-buyer relationships. Thus, reliability is closely connected with the customer's contact persons. A customer firm needs to know that whatever problem or emergency there might occur, that it can rely on the supplier and the respective contact persons in order to have the problem fixed in the least amount of time. This it is referred to as the element of availability and flexibility of the service delivery, meaning amongst other aspects a 24/7 service or "trouble shooting" in case of emergency situations.

"I know in the past that [24/7 hotline service] is very important. It is essential that we have support on the phone when something happens [...]"

“Trouble-shooting is one big and the best argument we have. We never leave you alone and anytime the machines are running we are working. Any time, any moment you have a problem we will find a solution.”

„Service [...] that means a quick identification, short delivery times, flexible assembly, adequate customer support, and the reliability of the contact person or service technician – that is most important.”

Furthermore, trust and reliability also go hand in hand when it comes to the delivery of certain goods or spare parts. Being indispensable for the smooth operation of everyday business, the disposability of spare parts represents one of the most essential services a supplier can offer.

“If you have good support on the spare parts, it’s a wonderful machine if you don’t have support in spare parts it is not a good machine.”

A high level of availability and the accuracy of the set of spare parts are among the most important factors thereof. Furthermore, service technicians have to do their work in a highly accurate way in order to avoid failures and breakdowns.

“And they should be able to give a service and the staff needs to be competent.”

This also includes a clear documentation and a certain level of transparency. Hence, accuracy of the service delivery in general can be seen as the subsequent element of the performance dimension. Moreover, service providers have to convey security and availability and dispel fear of quality loss.

4.2 Expertise ——— Access to a supplier’s technical expertise was viewed as highly valuable by the customers. Understanding a customer’s business or at least making the efforts to do so can be seen as the first element in the expertise dimension. Although the term also includes the technical skills and knowledge of a supplier the active sharing of the knowledge and the willingness to get involved into the customer’s processes are the aspects that actually create value to the customer firm.

(...) the industries we come from are completely different compared to the market of [the supplier] Because they know a lot about recycling and they have a lot of experience about that, but in regards of mining, what is actually the core business for us – we show more experience. (...) But between our technical department and their technical department we found a solution to improve the performance of the machine and it was a really nice experience.

“We usually build the machine with the optional equipment special for each customer. That means the customer gets the right machine for the right price and without paying for something extra that he is not using.”

Moreover, by handing over certain services (such as installation of certain parts or the application of varnish) to the supplier (outsourcing), the customer can benefit from the supplier’s knowhow and experience as well as reduce own costs and expenditure of time.

“In general they provide us with the suitable vanished parts, because then we have the least efforts. If we would have to do the varnish in-house there would be a lot of time and money issues involved.”

Supplier expertise is also about proactive suggestions (consultation) and providing the customer company with recommendations for improvement of operations.

“You need to show how the customers reduce costs, how they can produce with this and in the end it means more money for the customer company.”

Consultation goes hand in hand with the element of “understanding a customer’s business”. Furthermore, consultation includes the aforementioned importance of showing the customer the actual monetary benefits when using the service offering of a supplier.

A supplier’s thorough understanding of a customer’s operations and a longstanding experience with a customer’s products created opportunities for suppliers to add value in the improvement of existing products through service offerings.

“We are currently doing the expansion and the renewal of the machines with [company]. We again decided to work for them because they are a long-standing partner of us and they were always eager to improve our situation. They are a good and reliable partner.”

Long-standing and personal business relationships were a big topic throughout the interviews. Thus, the following dimension focuses on interpersonal interactions between supplier and customer.

4.3 Personal interaction ——— Industrial services can be seen as a driver of personal interaction in supplier-buyer relationships. The respondents highly valued a supplier’s responsiveness which is the seller’s readiness to address customer’s concerns and show commitment.

“The most important thing is to show the client that you support him. The worst thing is when a customers’ machine breaks down because it costs the client a lot of money. That is why physical presence of the supplier is crucial.”

Suppliers add value to a service offering by taking efforts and showing dedication to help the customer as much as possible. This also includes high availability and a quick response rate.

“It is great to work with [company] and we also appreciate the special treatment we get and that we can keep the link with Austria.”

“The most important thing is to stay close to the customer.”

“Everybody wants to have a quick response. Right now everybody wants to have easier and quicker responses from anything they need to have.”

Going deeper into the different dimensions of industrial services, more attention should be paid on trainings and seminars. The aforementioned factors of trust and commitment play an essential role when it comes to trainings as they provide a unique chance for companies to actively build relationships with the customer and help the customer to efficiently use the machine. Trainings can be operator and technical trainings, train-the-trainer courses or any related offerings. Thus, trainings serve as an important tool for suppliers to build interpersonal bonds.

“The customers go to Austria also to strengthen the relationship with the supplier and the people there. [...] The customers see the faces of who to talk when there is a problem. So that’s very good because we come like a family. So my customers are more comfortable buying this machine and a few of them already bought the second machine – not only due to the training but due to the relationship that they feel.”

“Training is none the worse for being offered. And when it is offered it will be used. During trainings you can do a lot and you get to know people. So they have a great value.”

The development of relationships at an individual level was held in high regard and there are numerous examples during the interviews regarding value creation through personal interaction.

Developing interpersonal bonds improves problem solving and communication and leads to a better understanding in business relationships. These benefits were regarded as contributing to the growth of a relationship as such. As mentioned earlier contact with the suppliers personnel like service hotline, service technicians, sales people, etc. is a key factor for strengthening interpersonal ties. Nevertheless, personal interactions should be done with caution as those interfaces include all different kinds of people which provides an area for certain pitfalls and misunderstandings.

Value dimensions for successful service delivery		
PERFORMANCE	**EXPERTISE**	**PERSONAL INTERACTION**
- Reliability - Availability and flexibility of service delivery - Accuracy of service delivery	- Outsourcing - Understand the customer’s business - Consultation	- Responsiveness - Interpersonal bonds

TABLE 1: VALUE DIMENSIONS FOR SUCCESSFUL SERVICE DELIVERY; SOURCE: AUTHORS

All of the three dimensions should be in harmony in order to achieve superior service delivery for b2b customers.

Summarizing, it can be seen that all the elements in the certain dimensions are related and interconnected. Some of them overlap in certain points and most of the elements influence each other to some extent. The reliability dimension can be seen as the core requirement for a well-functioning b2b business relationship. Without the identified elements of reliability, availability, flexibility and accuracy successful service delivery is in danger. “Expertise” and “Personal Interaction” on the other hand show potential for vendors of industrial services to “stand out of the mass” of suppliers and add substantial value to the customers’ business.

The results of the interviews suggest that relationships are a key factor in buyer-seller relationships and show great potential for differentiation.

4.4 Strong relationships ——— One of the most significant insights is that industrial services are vital when it comes to long-term customer relationships and continuous business success. If carried out appropriately and carefully industrial services provide the chance to increase and strengthen long-term customer relationships. It was found out that customers highly appreciate close business relationships including familiarity with contact persons and service technicians which requires a low internal turnover rate. Familiarity and a good relationship are the basis for mutual trust among business partners and add value to cooperation.

A recurring theme in the interviews was how buyers' willingness to pay more or less for different supplier brands seemed to be driven by different types of relational associations. Trustworthiness was one consistently appearing association, and this statement explains how trust and commitment can be displayed:

“It was about how they asked about all our processes – they wanted to know exactly what we need and there was a big team behind. It was not just a sales person who tried to sell us something. We felt very well-advised and comfortable because we could discuss everything on another level.”

Commitment is usually conceptualized as a desired outcome of successful customer relationship, principally equivalent to customer loyalty (Moorman et al. 1992). Responsiveness appeared to be a very important way of demonstrating commitment, or signaling the absence thereof:

“Our wishes and needs were not really taken into account”.

Mutually important though for a significant number of interview respondents was the personal, human contact:

“If a customer spends three or four hundred thousand Euros on a machine to give them a warm comfortable feeling that the company they're buying from is credible, professional, and they get a real good impression when they meet the people there. That's when a customer can go away and make that sort of buying decision "yes, this is a product that I want to buy".

The declaration “to put a face behind the name” also occurred more than once and undermines again the importance of personal contact:

“The customers have to know that there are people on the other side of the world. That there are people in Austria that can help them with anything they want to know. That they know who is the people in the company are […] so they know it is a human company. It’s not like you buy the machine and you know nothing about the supplier. Visits are very good for us because customers know that we as a supplier have a face.”

“I certainly think that it is an aid for the customer. I think it puts a face behind the names. It puts a face behind the company. It makes it more personal. At the company we like to think that we're very approachable, and I think that's probably the key thing that the company does very well, that they're very open and approachable in that respect.”

“The most important thing about a supplier is that you know him personally. Because when I call I want to know to whom I am talking to and that I know that it works – that is the ultimate thing.”

„The competition does not have the same experience, the same values that company XY has for us due to the longstanding cooperation.”

„The most important thing is not to lose customer proximity and the active cooperation with the client.”

“We have a close relation with XY because we know people from XY for a long time.”

All those statements show that good relationships set the path to customer loyalty and hence lower client's price sensitivity. Loyalty is generally believed to be related to profitability. As loyalty increases, the threat of competitive actions is reduced and therefore, loyalty is generally believed to contribute to a positive market performance. Customer loyalty can bring increased revenue for the firm since loyal customers are willing to pay more for the product and service of a provider that they are attached to. In other words, loyal customers pay a price premium for their preferred service provider which results in extra revenue for the seller (Papassapa 2009). The view that price premium is an outcome of service loyalty is also supported by De Chernatony and McDonald (1998), who state that firms with more loyal customers have the ability to command higher prices. Relationships built on trustworthiness and cooperative information exchange signal commitment and responsiveness and have a positive impact on buyers' willingness to pay for a service. Commitment is one term that can be used to capture loyalty which is evident in this answer of a salesperson on the question why service is key in customer relationships:

"We never leave you alone and anytime the machines are running we are working. Any time, any moment you have a problem we will find a solution".

A customer mentioned: "Something can go wrong that is not on the topic, I can understand that. Nevertheless, you stay on your chair and do everything for the customer."

This statement highlights that even if failures occur, a supplier showing the appropriate level of commitment and who is aware of the significance of a problem is more valuable to the customer as such. This was also highlighted in the interpersonal relations dimension under the element of "responsiveness".

4.5 Price perception ——— In order to answer RQ1, a closer look on different price perceptions was essential.

Prices are as closely connected to services as they are to goods. As discussed earlier the difficulty in pricing of services should not be overlooked. Nevertheless, it was found out that the price as such is of secondary importance to most customers whereas the perceived value of services is critical.

This is evident in this buyer's answer on the question why they chose a more expensive supplier over less expensive one:

"When we had problems they were always eager to solve them as soon as possible and they were always there to find a solution for us."

Another client answered to the same question:

"They are very responsive and responsible of failures. Compared to other brands they are quicker to give answers, fix problems and, yes, they don't hide away."

Contrary to this, the sales force seems to focus its arguments mainly on price factors and value aspects seem to be neglected:

"The competition is cheaper", "Sometimes it is only about the price", or "We have to focus on the price. It depends on how expensive that will be".

Many perceive additional industrial services as difficult to sell.

"Services are hard to sell because the client does not want to pay for it."

Another sales person states the following:

"Services are hard to sell because it is hard to put a service into words. A service just proves itself during its realization."

The discrepancy between the perception of sales people and customers was evident when analyzing the different statements of customer groups and sales groups. As mentioned before, salespeople often focused on the high prices of their quality services as an obstacle whereas customers focused their arguments mainly on value factors, like fast availability, expertise, responsibility or reliability. Whilst salespeople stated that prices in general are too high, the connection between premium service and premium prices appeared to be more discernible for customers.

"Let's put it like this, the price-performance ratio is essential."

Thus, it can be said that customers are willing to pay premium prices lest their benefits are obvious and the service is indispensable for their business success. If a company can ensure its customers certain conveniences, customers often do not hesitate to invest in the tendered service.

5 Pitfalls in the sales of services ——— When it comes to the sales of services as such, most problems occur due to various lapses in the sales process. One of them is that sometimes sales people do not give the client enough reasons and clearly defined arguments on why they should buy a certain service. The sales force rather focuses on selling per se than on the actual need of the customer and how the service has the potential to satisfy that need. During the study it was found out that very often sales people and customers do not communicate on the same level and the client often does not understand the arguments of a salesperson.

"It is a big package and as a client you often do not get an answer on how to properly adopt it; or about transparency – that it is easier and cheaper and for the client to handle."

Thus, little transparency and comprehensibility and a lack of pro-arguments in general lead to poor sales performance of industrial service. Yet, sometimes problems have deeper reasons. Some companies give higher rewards for selling products and there is only little or no reward for the sale of services. An example for that would be a truck company who gives its salespeople a remuneration for selling a new truck but not for the refurbishment of an older vehicle although the refurbishment service might ensure acquisition and be more beneficial for the customer.

„However, I do not actively communicate a refurbishment to the customer. It's more about selling new vehicles."

Some services are just seen as necessary add-ons and not all firms recognize or exploit their full potential. At times there are no clear guidelines on how to organize hybrid sales of product and services. The combination of packages is often complex and time consuming and thus, all these aspects cause insecurity and little willingness to put effort into the active sales of services. Hence, sales processes need to be changed in order to transform the sales force into active value merchants of a company.

6 Conclusion ——— Summing up, it can be said that knowledge intensive services in the Upper Austrian manufacturing industry represent a necessary step towards higher productivity and competitiveness. Due to their special characteristics they can and should be actively used when strengthening relationships with b2b customers. The findings of the project support this approach and the results showed a close connection between a good, profitable, long-term business relationship and the active involvement in customers' day to day business through knowledge intensive service offerings. A set of dimensions and their respective elements shall be considered in order to successfully deliver industrial services. Those dynamics comprise, but are not restricted to performance, expertise and personal interaction. Familiarity and a good relationship are the basis for mutual trust among business partners and add value to cooperation. Responsiveness, competence, customer proximity and proactive suggestions are important for customers in order to build trust. Relationships built on trustworthiness and cooperative information exchange signal commitment and responsiveness and have a positive impact on buyers' willingness to pay for a service. These dynamics also hold important implications for the development of pricing programs. When it comes to pricing per se, the different price perceptions of salespeople and customers have to be taken into account. For sales employees price is the most substantial factor when it comes to services whereas customers rather focus on the aforementioned value elements. This means by focusing on value elements and dynamics during the pricing process, firms can achieve higher profitability and revenues. Certain pitfalls regarding the sales of industrial services have to be taken into account in order to transform the salespeople to value merchants. Besides securing local firms' success and competitive advantage, industrial services also create opportunities for directly addressing some of Upper Austria's challenges. In this context, focusing on the development on effective knowledge intensive services can positively influence a manufacturing regions' successful transformation to a more innovative environment.

7 Limitations and outlook ——— In this study there are several sources of uncertainty to take into consideration.

Firstly, it has to be clearly pointed out that the findings from the qualitative research are not representative of a population. Only Austrian companies from a specific federal region were examined. Furthermore, the project was carried out based on a limited time frame and hence, the results are contingent on momentum. Taking those factors into account, the interpretation and application of the findings have to be judged in the light of limited generalization of this research.

Secondly, this paper dealt with the industrial service values and benefits of clients from Upper Austrian companies in addition to the opinions concerning the topic of the respective salespeople. Although the research participants had different nationalities the study did not, however, consider intercultural aspects. Whether certain intercultural characteristics would influence service aspects is something requiring further examination. With intercultural dimensions being highly under-

researched regarding industrial services, further research on the underlying factors is therefore recommendable.

Finally, one has to consider, that translations and language difficulties during the interviews and while transcribing them bears the risk of misinterpretations or mistranslations.

For future implications it is important to point out the necessity of appropriately trained sales staff. As mentioned earlier the sale of services requires a specific set of arguments and due to their intangibility the values and benefits of services have to be pointed out thoroughly. Thus, adequate and tailored training of the sales force is of utmost importance for industrial service providers. In order to ensure sales, appealing incentives should be offered for high achieving sales both in- and outside national borders. Furthermore, new business models are needed for foreign international markets. What works within a country might not work in other markets and with increased globalization it is difficult to retain service quality. Fast paced, reliable service deliveries and their accompanying intercultural challenges are of utmost importance in our globalized economy and require careful further attention.

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Kľúčové slová | Key Words ——— industrial services, price, manufacturing industry, value dimensions | *priemyselné služby, cena, spracovateľský priemysel, rozmery hodnôt*

JEL klasifikácia | *JEL classification* ——— M31

Résumé ——— ***Vytváranie hodnoty pre zákazníka s priemyselnými službami: Predaj priemyselných služieb nie je záležitosťou ceny***

Podľa správy ESIC (European Service Innovation Centre) je región Horného Rakúska charakterizovaný silným výrobným sektorom, v ktorom transformácia spôsobená inováciou služieb je nevyhnutným krokom vpred, a preto sa používa ako rozsiahly demonštrátor dynamického a širokého vplyvu inovácií služieb. Stanovenie cien priemyselných služieb je ťažké pre komplexné parametre služieb, ale predstavuje jednu z otázok o priemyselných službách. Ako rakúsky región s vysokými mierami exportu a širokou medzinárodnou obchodnou prítomnosťou sa tento článok zameriava na spoločnosti v Hornom Rakúsku pri vypracúvaní dôležitosti oceňovania rôznych služieb orientovaných na hodnotu. Okrem toho zdôrazňuje všeobecné parametre, ktoré sú dôležité v oblasti priemyselných služieb. Na získanie hlbšieho poznania tejto témy autori úzko spolupracovali s priemyslom. Kvalitatívna štúdia s piatimi spoločnosťami zdôrazňuje výzvy, ako aj najdôležitejšie parametre a dynamiku, v prípade predaja ďalších služieb vo výrobnom priemysle. Bolo vykonaných 51 hĺbkových rozhovorov s obchodnými zamestnancami, zákazníkmi a odborníkmi z príslušných spoločností. Výsledky naznačujú, že existujú určité dimenzie hodnôt, ktoré možno zohľadniť pri úspešnom poskytovaní priemyselných služieb. Z obchodného hľadiska je to najdôležitejší faktor. To však odporuje spoločnému názoru zákazníkov, ktorí vychádzajú z ich vyššie uvedených aspektov. Zákazníci sú dlhodobejšie orientovaní na vzťahy. Hodnota výhod by mala byť hlavnou komunikačnou správou pre zákazníka a predajný personál musí byť zodpovedajúcim spôsobom vyškolený.

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TEXT | JÖRG KRAIGHER-KRAINER, MARGARETHE ÜBERWIMMER, YASEL COSTA, ANDREAS ZEHETNER

THE HIDDEN IMPACT OF WORD-OF-MOUTH: A SYSTEM DYNAMICS APPROACH

The method of System Dynamics is applied to study the impact of word-of mouth on sales over time. Five simulations (or experiments) are run under different assumptions. The outcomes show a significant leverage effect of WOM: Depending on Customer Involvement, Product Life Cycle and Customer Satisfaction, the market development of a New-Product-Introduction varies between 11.0 and 59.3 percent, the contribution of Classical Advertising ranges from 18.0 to 75.0 percent, and the contribution of WOM from 25.0 to 82.0 percent at the end of the time series. Possible insights for practitioners as well as scholars are discussed. WOM can be the decisive factor for both business success or failure when introducing a product into a market which calls for more attention of WOM in the daily business agenda. Furthermore, the model highlights the importance of various influences of WOM under different conditions which may support decision makers in planning their communication investments and in allocating their communication budgets wisely under these varying conditions.

1 Introduction ——— One of the main functions of communication is to give both, the individual and the group, a low-risk opportunity to better understand their environment and to anticipate future alternatives for action, aka affective forecasting (e.g., Schwarz and Clore 1983, 2003) or mental simulation (e.g., Gilbert and Wilson 2007, Kraigher-Krainer 2014). In the buying context it is about better understanding decisions for or against products and services offered by companies. According to Hanna and Wozniak (2009) there are basically four sources of communication which customers may utilize in the information collection process: (1) personal experiences with companies and brands in the past by retrieval from memory – aka internal information; (2) company dominated information like advertising; (3) neutral sources like consumer reports and; (4) interpersonal communication and recommendations among customers, aka word-of-mouth (WOM). If consumer reports are not available and personal experiences do not exist or are outdated, customers depend on company information and experiences of others, the former being usually seen as more competent and more easily accessible yet less impartial than the latter (Childers and Rao 1992, Cialdini 2002, Gershoff, Broniarczyk and West 2001, Kraigher-Krainer 2014, Walker 1995, Wangenheim and Bayon 2004).

For the purpose of the paper at hand we borrow the definition of WOM and eWOM from Rosario et al. (2016, p. 297):

“In marketing, word of mouth (WOM) is the act of consumers providing information about goods, services, brands, or companies to other consumers. Such information communicated through the Internet (through, e.g., reviews, tweets, blog posts, »likes,« »pins,« images, video testimonials) is called »electronic word of mouth« (eWOM) ...”

2 Word-of-mouth (wom, ewom) ——— The impact of Word-of-mouth (WOM) has long been underestimated if not neglected in the field of Business Communications by both, scholars and practitioners (Arndt 1967, Buttle 1997). Though silent in its nature and unspectacular compared to a national campaign, it always was and still is the foundation of many SMEs in their struggle to survive against big ad-spenders (Stokes and Lomax 2002). Bughin, Doogan, and Vetvik (2010, p. 113) estimate that word of mouth is the primary factor behind 20 to 50 percent of all purchase decisions. And Walker (1995, p. 39) reports that 46 percent of Americans rely on others' referrals in choosing a doctor, 44 percent in selecting a mechanic, and 42 percent for obtaining legal advice. Reichheld (2004) identifies the willingness to recommend a company or a product as a key indicator for customer satisfaction and the resulting “Net Promoter Score, NPS” has become a well-established indicator of customer satisfaction and company performance (Best 2009).

With the diffusion of the internet, notably social media, spreading the word about companies and brands literally around the globe has become a matter of a mouse click – thus introducing Word-of-Mouse (Hennig-Thurau 2004) or eWOM as the new complementary phenomenon reshaping the image of companies and their brands, sometimes overnight.

As early as 1999, when the web was in a quite nascent stage, CDNow, a web-based CD-shop and the world market leader at that time, found out, that they gained 45 percent of their customers by paid ads above-the-line (radio, TV, print ...) eating up 96 percent of their media budget whereas 55 percent of their clients were attracted by below-the-line-measures such as online networks, public relations, private links to their site and, most importantly, word of mouth, costing them altogether 4 percent of the media spending (Hoffmann and Novak 2000).

The huge potential of eWOM for both sales success and cost saving spread rapidly and today hardly any company does not attempt to participate in this gold rush of accessing new and young customers with comparably low advertising budgets. Correspondingly, the field of eWOM-related marketing research has lately literally exploded (Rosario et al. 2016, Ya You, Vadakkepatt and Joshi 2015) and cannot be squeezed into a fair state-of-the-art review for the purpose at hand.

3 Methodology ——— We choose System Dynamics as the method for better understanding the influence of interpersonal communication on business success, as WOM is a phenomenon that happens over time (Bruce, Foutz and Kolsarici 2012) and System Dynamics (SD) is designed to look at effects over time (Sterman 2009). As such, it can simulate reinforcement effects as well as balancing effects and compute the bottom-line of these mutual influences and interactions over a given period. Our research question is: Which are the most important predictors and criterions of WOM and how do the predictors influence the criterions over time in a global SD-model?

4 Conceptualizing wom ——— In order to answer the research question, we first review the literature in an attempt to identify the most important drivers and consequences of WOM. WOM and eWOM have been related to many aspects which can, of course, not be modelled sufficiently. Among the discussed antecedents are product- and industry characteristics (Ya You, Vadakkepatt and Joshi 2015), exclusivity of product innovations, locked-in customers, and their price sensitivity (Peres and van den Bulte 2014), the need to belong and the individual's level of self-disclosure (Sicilia, Delgado-Ballester, and Palazon 2016); or self-enhancement (Chawdhary and Dall’Olmo Riley 2015).

But the most frequently discussed criterions of WOM are Customer Satisfaction (e.g., Buttle 1997, Derbaix and Vanhamme 2003, Matos and Rossi 2008, Nyer and Gopinath 2005, Stephens and Gwinner 1998) and Involvement (e.g., (Berger and Schwartz 2011, Sicilia, Delgado-Ballester, and Palazon 2016, Turnbull and Meenaghan 1980, Walker 1995).

That customer satisfaction drives WOM is quite straightforward and not very surprising: Practically each textbook on customer satisfaction states somewhere that satisfied customers speak positively about the company whereas dissatisfied customers spread negative word. Customer satisfaction is, in turn, usually conceptualized as expectation disconfirmation based on schema-theory (Kraigher-Krainer 2007, 2014, Oliver 1980, Parasuraman, Zeithaml, and Berry 1985).

Furthermore, scholars hypothesize an influence of the mix of volume vs. variability of valence on the impact of WOM (Rosario et al. 2016). Usually it is also postulated that negative WOM is more likely than positive WOM and that the negative impact of negative WOM is stronger than the positive impact of positive WOM (Arndt 1967, Chawdhary and Dall’Olmo Riley 2015, Walker 1995).

Significantly less attention is put on the phenomenon that customers frequently remain silent about their positive or negative experiences and why this is. And that is where involvement comes into play with its two dimensions, perceived risk and motivation (Kraigher-Krainer 2007, 2012). Again, it is quite straightforward that WOM, sometimes also grasped as a form of herd behavior, serves the reduction of perceived risk in the purchase situation (Arndt 1967, Bauer 1960, Katona 1953), and may refer to many things such as the product itself, the company, possible shipping problems, or even loss of privacy and credit card misuse (Garbarino and Strahilevitz 2004). However, as influential as the perceived-risk dimension in understanding WOM seems to be the motivational component of involvement, as the ECID-model (Kraigher-Krainer 2007, 2012) illustrates. According to this model vivid and impactful sharing of experience with others needs a balanced mix of opinion leaders and opinion seekers. In other words: There are products which are simply too unimportant to share experiences about them in a community regardless of whether they were positive or negative. And there are products where the motivation to gain personal experience is low, the perceived risk however is high. This constitutes an opinion seeker, which is someone seeking a shortcut to a proper decision by finding competent others, usually called opinion leaders.

Correspondingly, the literature identifies moderators of WOM such as the degree of participation of opinion leaders (Peres and van den Bulte 2014), pioneers and early adopters (Arndt 1967) or, market mavens (Feick and Price 1987) in the interpersonal communication process. Furthermore, source credibility, source competence, similarity between source and receiver (Childers and Rao 1992, Cialdini 2002, Kraigher-Krainer 2014, Wangenheim and Bayon 2004, Wangenheim, Bayon, and Weber 2002) as well as social ties between sender and receiver (Baker, Donthu, and Kumar 2016) are discussed as possible moderators.

The most prominent consequences comprise attitudes to and perceptions of the brand (Buttle 1997), loyalty to the brand (Reichheld 1997, 2001, 2004), purchase intentions (Baker, Donthu, and Kumar 2016, Matos and Rossi 2008) and behaviors such as demand, purchases and purchase rates (Arndt 1967, Bruce, Foutz, and Kolsarici 2012, Bughin, Doogan, and Vetvik 2010, Buttle 1997, Rosario et al. 2016).

This pattern of behaviors, in turn, promotes the willingness to share experience and that closes the loop to the predictors of WOM. Strictly speaking, the superiority of System Dynamics over deterministic approaches like the S-O-R-model is that, in fact, many phenomena cannot be separated and assigned to predictors, mediators, moderators, or criterions, because the consequences may serve as predictors of the predictors. In other words: In loops, there are no starting points and end points. And that is why we prefer this method of investigation over a deterministic method for the research question at hand.

5 Setting up the model ——— The conclusions of our literature review are: Firstly, there is a significant body of literature conceptualizing (dis)satisafaction based on schema-theory and expectation disconfirmation. Secondly, there is sufficient support for the assumption that (dis)satisfaction along with involvement create (or not) WOM (for an overview see Matos and Rossi (2008), for a respective model see Derbaix and Vanhamme (2003). Hence, the components of our model for integrating WOM into the "classical" communications concept are:

- 1. (Dis)satisfaction as the predictor of future sales which is in turn the result of
  - a. expected performance of a product/service (expressed in numbers of periods the product is expected to work) minus;
  - b. actual performance of the product/service (expressed in numbers of periods the product actually works);
  - c. conceptualized this way we can also integrate possible effects of product lifetime on WOM discussed among scholars (e.g., (Berger and Schwartz 2011, Ya You, Vadakkepatt, and Joshi 2015);
- 2. Involvement as a moderating factor reinforcing or diminishing WOM;
- 3. Future sales and respective market development as the criterion.

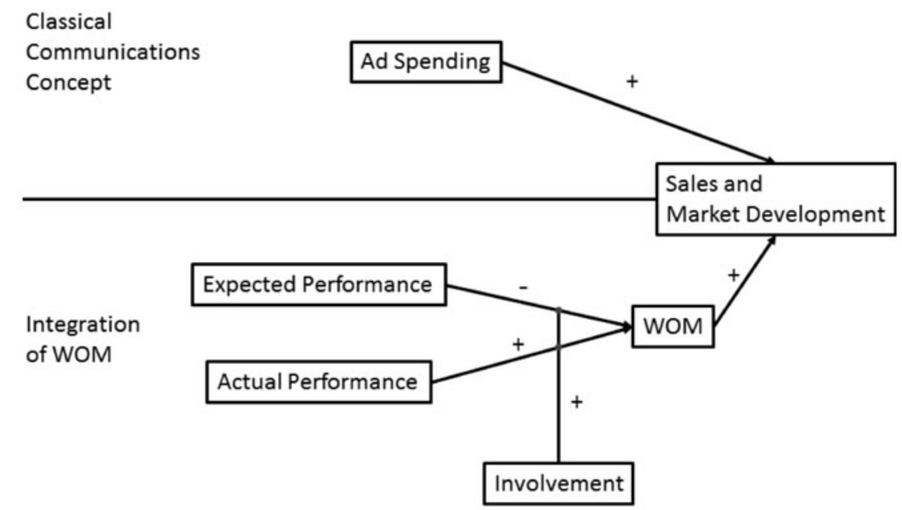

FIGURE 1: CONCEPTUALIZING THE INFLUENCE OF SATISFACTION-TRIGGERED WOM ON; SALES AND MARKET DEVELOPMENT
SOURCE: AUTHORS

6 Translating the model into mathematical relations ——— Although SD is just a set of mathematical formulas about (non)linear relations of components, SD software provides a simple way of letting the computer do these computations in discretionary granulation. We use Anylogic for this purpose. The applied assumptions and hypothesized mathematical relations between the variables are:

- 1. Market research has revealed 10,000 potential customers, the market potential, for a new product launch sensu "New to the World" (Trott 2013, Fig. 12.6.), that is to be introduced into the market.
- 2. Depending on the ratio Product Lifetime (PLT) to expected Product Lifetime (ELT) subjects are in one of four states:
  - a. Noncustomers (NC);
  - b. Satisfied Customers, (as long as the product works); it is assumed that customers recommend the product throughout their state as customers adjusted by their involvement;
  - c. Dissatisfied Customers (DC), if the product was expected to work longer than it did. It is assumed that disappointed customers engage in negative WOM, meaning that their negative WOM is subtracted from the positive WOM of the other customers, again adjusted by their involvement;
  - d. Delighted customers (if the lifetime exceeds the expected lifetime); correspondingly it is assumed that delighted customers positively contribute to WOM (thus their positive WOM add to the positive WOM of all customers), adjusted by their involvement;
  - e. For the sake of simplicity positive and negative WOM have the same weight and the total WOM is computed as positive WOM minus negative WOM even though literature indicates that negative WOM has a higher weight and is more likely as positive WOM, as discussed before, which

would significantly amplify the results below. However, we wanted to keep the model conservative and not exaggerate the hypothesized relations;

3. Adoption from Ads:
   a. The market entry starts with zero customers as we are introducing a product "new to the world";
   b. the contact rate with ads (i.e., the probability to have contact with the ads) is set to 0.5 whereby the rate is set to smooth (otherwise we would have sudden customers);
   c. the conversion rate from ads is set to 0.1 meaning that one out of ten contacted Non-customers will adopt the product;

d. Example: If there are 7,000 Non-Customers, the contact rate is 0.5 and the conversion rate from Ads is 0.1 then the adoption from Ads per time unit will be 7,000 * 0.5 * 0.1 = 350 per period;

4. Adoption from WOM:
   a. Depending on the product involvement, each customer shares his product experience with 1 vs. 3 market members per period: No. of talks = No. of customers * Involvement;
   b. the probability that the recipient will be a Non-customer is Non-Customers/Market size;
   c. adoption from WOM is therefore: NC/Market Potential*Involvement*((CU-DC)*0.1);
   d. Example: If the conversion rate (the recipient can be convinced of the opinion) is again 0.1, the involvement is high (3 contacts) and we have 3,000 customers and 1,000 dissatisfied customers, then the adoption from WOM per time unit will be 6,000/10,000 * 3 * ((3,000-1,000)*0.1) = 360.

5. Product Life Time: As mentioned earlier, this variable serves two functions:
   a. After the product life time (PLT) customers are going back into the Non-Customer base and have to be acquired again; this is operationalized by a delay (=PLT) in the outflow valve;
   b. Together with the expected life time (ELT) this variable simulates customer satisfaction, e.g.:
      I. PLT = 3 and ELT = 3 → satisfaction → Customer speaks positively for 3 time units and then becomes Non-customer;
      II. PLT = 2 and ELT = 2 → satisfaction → Customer speaks positively for 2 time units and then becomes Non-customer;
      III. PLT = 2 and ELT = 3 → dissatisfaction → Customer becomes a DC and speaks negatively about the product for 1 time unit then moves to NC.

6. The Market Development Index (MDI) is the ratio of current market demand to market potential (Best 2009, p. 75). In the case of a quasi-monopolistic situation of a company introducing a product new to the world it equates the ratio of sales to market potential. It is important to recall the above mentioned study of Peres and van den Bulte (2014), which reveals that exclusivity of product innovations may have a negative effect on WOM.

The modelling of these assumptions in Anylogic is depicted in Figure 2.

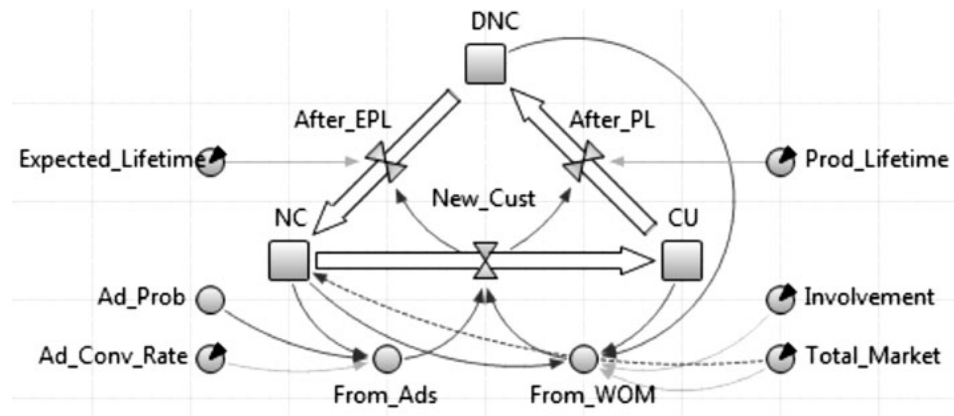

FIGURE 2: MODELLING OF THE PREVIOUSLY MENTIONED VARIABLES AND RELATIONS IN ANYLOGIC; SOURCE: AUTHORS

7 Results ——— Five simulations (or experiments) are run under varying assumptions. Table 1 shows both, the assumptions (Involvement, PLT, ELT) and the outcomes (MDI and from where it comes):

	INV	PLT	ELT	MDI	from ads	from WOM
Simulation 1:	1	3	3	16.5%	75.0%	25.0%
Simulation 2:	3	3	3	28.9%	36.0%	64.0%
Simulation 3:	3	2	2	16.5%	50.0%	50.0%
Simulation 4:	3	2	3	11.0%	75.0%	25.0%
Simulation 5:	3	4	3	59.3%	18.0%	82.0%

TABLE 1: ASSUMPTIONS AND OUTCOMES OF THE FIVE SIMULATIONS; SOURCE: AUTHORS

The outcomes show a high leverage effect of WOM: Depending on Customer Involvement, Product Life Cycle and Customer Perceived Quality, the degree of market development of a New-Product-Introduction varies between 11.0 and 59.3 percent, the contribution of Classical Advertising varies between 18.0 and 75.0 percent, and the contribution of WOM varies between 25.0 and 82.0 percent at the end of the time series.

8 Conclusions ——— The presented business simulation provides some possible insights for practitioners as well as for scholars: (1) WOM can be the decisive effect for both, business success and flop when introducing a product into a market which calls for more attention to WOM in the daily business agenda. (2) The model highlights the importance of different influences of WOM under different conditions which may support decision makers in planning their communication investments and in allocating their communication budgets wisely under these varying conditions. (3) WOM is of particular importance when it comes to introducing a new product into the market (Reingen and Kernan 1986), thus emphasizing the necessity to manage WOM ((Wirtz and Chew 2002) instead of just letting it happen.

9 Limitations and future research directions ——— SD is theoretical in nature. It does not depict real WOM; instead does it help simulate WOM in the laboratory over time. As such, all outcomes are bound to the goodness of the underlying model. Future studies may stress or extend the model that we used. Or they may break down the model to certain industries or even individual companies where, for example, life cycles are longer, customer perceived quality is more diffuse, customer involvement is very low or, WOM is inhibited or biased by considerations such as the protection of competitive advantages, which may be in place in some B2B purchase contexts.

Furthermore, an extended model could emphasize the relationship and interdependence between ads and WOM. Buttle (1997), for instance, identifies varying support through advertisement in terms of content and frequency at different stages of product introduction and Bruce, Foutz, and Kolsarici (2012, p. 469) hypothesize that "… ad spending is more effective at an earlier stage due to repetition wear-in and synergy with WOM, increased WOM activities at a later stage could become more powerful in driving demand."

Furthermore, it might be insightful to validate and triangulate the model at hand through an agent-based model.

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Kľúčové slová | Key Words ——— system dynamics approach, word-of mouth, customer involvement, product life cycle, customer satisfaction | *prístup dynamiky systému, ústne podanie, zapojenie zákazníka, životný cyklus produktu, spokojnosť zákazníka*

JEL klasifikácia | *JEL classification* ——— M31

Résumé ——— ***Skrytý vplyv ústneho podania: Prístup systémovej dynamiky***

Metóda systémovej dynamiky sa používa na štúdium vplyvu ústneho podania na predaj v priebehu času. Päť simulácií (alebo experimentov) sa vykonáva pod rôznymi predpokladmi. Výsledky ukazujú významný pákový efekt ústneho podania: v závislosti od angažovanosti zákazníkov, životného cyklu produktu a spokojnosti zákazníkov rozvoj trhu nového produktu predstavuje od 11,0 do 59,3%, príspevok klasickej reklamy sa pohybuje od 18,0 do 75,0% , a príspevok ústneho podania z 25,0 na 82,0% na konci časového radu. Rozoberané sú možné poznatky pre praktikov ako aj vedcov. Ústne podanie môže byť rozhodujúcim faktorom pre podnikateľský úspech alebo neúspech pri zavádzaní produktu na trh, ktorý si vyžaduje väčšiu pozornosť ústneho podania v každodennej obchodnej agende. Model ďalej vyzdvihuje dôležitosť rôznych vplyvov ústneho podania za rôznych podmienok, ktoré môžu podporiť rozhodujúce osoby pri plánovaní ich komunikačných investícií a pri rozumnom rozdeľovaní svojich komunikačných rozpočtov v týchto rozdielnych podmienkach.

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STUDY: CUSTOMERS ENGAGEMENT WITH USER-GENERATED-CONTENT: HOW DO CUSTOMERS USE THE POSSIBILITY TO CREATE CONTENT?

The study is based on the question how the customer use the possibility to create own content in times of Web 2.0. The online survey was based on a standardized questionnaire. The target group were end users who move in the social media and consume and create content. It was not possible to complete the questionnaire repeatedly and thus excluded a distortion of the results. A limitation is made via the IP address of the interviewee. With regard to answering the research question, the terms Web 2.0 and user-generated content are first defined for further understanding.

User-generated content stands for media content, which is not created by the provider of a web offer, but by its users. It is understood as a number of contributions which deal with a company or product and do not originate from a professional source. According to the media content available on the internet, these can be roughly classified into the four categories of contributions: text, image, audio and video. The aim of the study in the context of this article is to find out how users use the user-generated content.

If a customer is looking for a product and is not well informed about the subject, other customers are able to help. Not only are simple assessment figures important, but also experiences and impressions about the respective product. The term "user-generated content" refers to the content of a website created by its users and includes, for example, the comments in blogs, the contributions to forums or the reactions to social network pages.

1. Definition Web 2.0 ——— Web 2.0, together with its novel publishing, interaction and communication facilities, has led to a fundamental change in user behavior on the internet. It has never been easier for an individual to make text, image, audio, or video content accessible to the public. Doing so the individual is becoming part of a living media landscape (Bauer 2011, p. 1).

Since the term Web 2.0 was coined by Tim O'Reilly, it developed into a marketing keyword (Lammenett 2012, p. 239). For him, Web 2.0 is a further development of the internet, which is primarily characterized by the participation and involvement of the internet user (Bruhn 2014, p. 1037). The term does not refer to a particular technique or software version, but rather to the interaction of different methods and tools and a corresponding social and economic development (Lammenett 2012, p. 239). The World Wide Web is seen as an execution platform to connect with other internet users (Bruhn 2014, p. 1037). The difference is made by the users, who now have a completely different meaning: their participation becomes the purpose and goal of Web 2.0 (Langkamp and Köplin 2014, p. 68). Through the technical possibilities, users actively participate in the design and content of the information on the internet (Ruisinger 2007, p. 193). The special significance of these technical possibilities arises mainly from network formation and the linking of people and groups. Decisive is Reed's Law, according to which the value of a network grows enormously through new members, when groups can be formed in the network (Evans 2008, p. 52). Platforms such as Wikipedia, Facebook and Twitter would never have achieved such a great success without this basic idea (Langkamp and Köplin 2014, p. 68).

Web 2.0 describes the phenomenon that content and pages on the internet can no longer only be created and changed by selected specialists or companies, but by the community of internet users themselves (Kaplan and Haenlein 2010, p. 60). Thus content is no longer only issued and distributed centralized by major media companies over the internet, but also by a large number of individuals (Lammenett 2012, p. 239). The biggest change is social, because the Web 2.0 platforms are characterized by the fact that they encourage users to participate, get networked and generate user-generated content. These are all forms of content created by users themselves and published and exchanged in the Web 2.0 (Kaplan and Haenlein 2010, p. 61). The internet user, who has only been able to consume passive content on the internet in the past, is able to act as a producer of content in Web 2.0 and to communicate with the companies on the same level (Schiele, Hähner and Becker 2007, p. 6). He becomes an active participant, who actively participates in the internet and creates and distributes content himself (Kreutzer and Merkle 2008, p. 149). Information and exchange platforms become more attractive as more people join in (Langkamp and Köplin 2014, p. 68).

In summary, Web 2.0 includes internet applications and platforms that actively integrate users into value creation – whether through their own content, comments, tags, or even through their virtual presence. The main characteristics of value creation are interactivity, decentrality and dynamics (Walsh, Kilian and Hass 2011, p. 6).

1.1 Impact of social media on the media ——— Social media has a significant impact on the communication model of classical mass media. Conventional mass communication is characterized by a clear separation of transmitter (communicator) and receiver (recipient) (Rothe 2006, p. 80). A roll exchange is not provided. With the increasing spread of the internet and the establishment of social media, however, the strict distribution of roles between broadcasters and recipients has changed: previously separate communication technologies such as language, text, video and audio have merged. This leads, on the one hand, to the dissolution of the boundaries between mass and individual communication and, on the other hand, to an interlacing of the communication roles of the communicator and the recipient. The users are now able to create content themselves and bring them into circulation. The user can take over the broadcasting role, which so far has always been the medium itself. Thus, the transmitter-receiver model of the classical mass media is relativized. Above all, the elements of interaction and participation are at the forefront of communication and are expected by customers.

The Web 2.0 and social media thus allow the formerly passive recipient to create his own world by generating media content himself. These content, referred to as user-generated content, represent a mirror of society and are often in competition with the classic mass media. User-generated content can be divided definitively into the following criteria (Michelis 2009):

- Voluntary: The process of creating the content must take place outside of professional routines and be intrinsically motivated – voluntarily, without external incentives and out of the work itself.
- Creativity: A certain degree of creative self-performance and creativity should characterize the work result.
- Publicity: The work results must be accessible to the public.

User-generated content means that the visitors of a platform are involved in the structure of the content. Many people who do not know each other, or are only briefly acquainted, work on common statements, structures and appearances (Ebersbach, Glaser and Heigl 2011, p. 206). By combining user-generated content and the direct response possibilities within social media, many-to-many communication becomes possible for the first time.

2. Definition User-Generated Content ——— User-generated content refers to the totality of all perceptible electronic media content generated by internet users. These are made available directly to the public via the internet, independently of any prior editorial selection. It is not a professionally created and published content for commercial purposes (Bauer 2011, p. 26). According to the media content available on the internet, these can be roughly classified into the four categories of contributions, text, image, audio and video. Within these categories a further differentiation can then be made regarding to the respective purpose of the contributions.

2.1 Text contributions ——— By far the most common and at the same time the oldest form of user-generated media content is the text written by the user himself. With the internet forum, the internet user was able to publish a text created by himself on the internet without any programming knowledge. Thanks to its integration into an existing website, the webforum offers the great advantage that it can be displayed and browsed with any popular internet browser, and therefore no special software is required for retrieving, reading or writing contributions. In the meantime, more and more commercial websites, such as product manufacturers, have so-called support forums, in which they offer their customers the opportunity to exchange information about the quality, handling and possible problems of their products. Another type of Internet forums are commercial, but also free-of-charge assessment communities for products and services. Users can, among other things, compile and publish their personal experience reports on specific products or services (reviews).

In parallel to the ever-growing number of internet forums, weblogs have created a new opportunity for internet users to participate in the internet through their own text contributions. A weblog is a regularly updated website which is mainly made up of inversely chronologically sorted entries, called posts, published under a clear, continuous internet address. In contrast to the webforum, where the initiator of a new thread regularly provides the basis for a discussion, which is then carried on by a wide range of users, the blog is a series of continuous contributions by an author, which can only be commented upon.

Another form of user-generated text contributions are complete user articles written by internet users on various topics, which can now be published on the internet via numerous web portals.

In the mid-1990s, the first wikis were developed as information management tools as a further development of the web forums already used for web communication. They enable a certain number of people to access content contained in websites over the internet and to rework them in real time. A wiki is a collection of intranet or internet pages, written by several users in collaboration and subsequently read by anyone, but can also be updated online in real time (Bauer 2011, p. 29).

2.2 Image contributions ——— Only through the increased data transmission rates are many web applications and thus also the wide field of social media useful. With the introduction of DSL and affordable tariffs, the web became accessible to the general public. Internet usage costs have also declined considerably over the course of time and have thus increased the attractiveness of the web in the eyes of users (Bruhn 2014, p. 1038). Only the improved infrastructure allowed the rapid transfer of videos and photos.

The image content created by users and published on the Internet in the form of photographs or graphical image files should be the second most common form of Internet users' participation according to the self-written texts. They thus form the second category of user-generated contributions. In addition to the photo upload via the respective website and via e-mail, some providers also support the reception of the image files directly from the mobile phone. Saved photos can then be tagged and rated by other users. It is also possible to limit access to certain users or user groups in most cases. Another very popular way to publish user-generated photographs is the above-mentioned weblogs, which also contain image files as well as texts. In addition, there are now a number of pure photo blogs (Bauer 2011, p. 37).

2.3 Audio contributions ——— The third medially differentiable form of user-generated content is the user-generated audio contributions in the form of regularly published podcasts and self-recorded music, which are distributed in different ways on the Internet. A podcast is an Audiobook created by an Internet user, similar to a radio broadcast, or a series of Audiobooks (episodes) that are dedicated to a specific topic and which can be obtained automatically after their publication over the internet.

In order to achieve optimal distribution of the podcast, it is necessary to provide the podcast as an RSS feed, regardless of the pure provision of the audio file on an Internet server. It is also useful to register it in a podcast directory so that it can be found by interested listeners and can be subscribed and downloaded for the purpose of automatic access to them via podcatchers.

Another user-generated audio contribution is the music, which has been composed or recorded by many users, which can be published by their creators in various ways on the Internet. A publication of self-produced music pieces can be made on the one hand via music podcasts, which are usually produced by the producing users themselves and then made available for free download. A further possibility is to use various online music platforms (Bauer 2011, p. 40).

2.4 Video Posts ——— A driver for the Web 2.0 are the strongly falling prices for storage media. All data must be saved. The ever-increasing volumes of hard disk drives at ever-lower prices are particularly important for vendors such as YouTube because they can work with high and fast storage volumes on a low cost basis and offer the user free storage space. The declining prices for memory have favored the high and growing distribution of digital cameras. Just fifteen years ago analogue video cameras were the standard. These not only had the disadvantage that they were big and heavy, but the video cut was only reserved for experts. Today, modern smartphones already have integrated cameras that can capture HD-quality videos. Applications for image processing can be loaded directly onto the phone. Modern digital cameras offer a video function as well as better lenses than a smartphone camera. With these production resources, each user can become a producer and create high-quality content (Buhr and Tweraser 2010, p. 73).

3. Survey ——— As described above, the study is based on the question how the customer uses the user-generated content in times of Web 2.0. The studies were conducted in March 2017 using an online questionnaire. The target group were Internet users, who were asked to participate via the social media and e-mail.
Interview participants (n): 121
Survey: Online questionnaire
Period of investigation: March 2017

The participants' responses to social media were deliberately chosen, since the use of user-generated content is generated exclusively by interned users. This does not mean, however, that the term is also known to all users. This is the first question of the survey "Have you ever heard of the term user-generated content?"

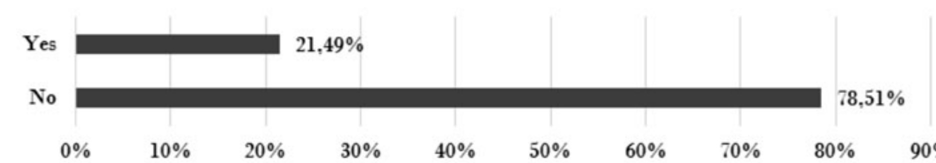

FIGURE 1: HAVE YOU EVER HEARD OF THE TERM USER-GENERATED CONTENT?; SOURCE: AUTHOR

Approximately 79% of respondents have not heard the term user-generated content before the survey. As this was foreseen, the study was launched with the following sentences: "User-generated content is a term for media content that is not created by the provider of a web offer, but by its users. It is understood as a number of contributions which deal with a company or product and do not originate from a professional source. According to the media content available on the Internet, these can be roughly classified into the four categories of contributions, text, image, audio and video. The study is to find out how these user contributions are used." In the following questions, the term user contribution is used instead of user-generated content.
In the context of the question on which topic contributions have already been made on the Internet, the four categories of contributions are text, image, audio and video contributions. In addition, the answer option "never" is given.

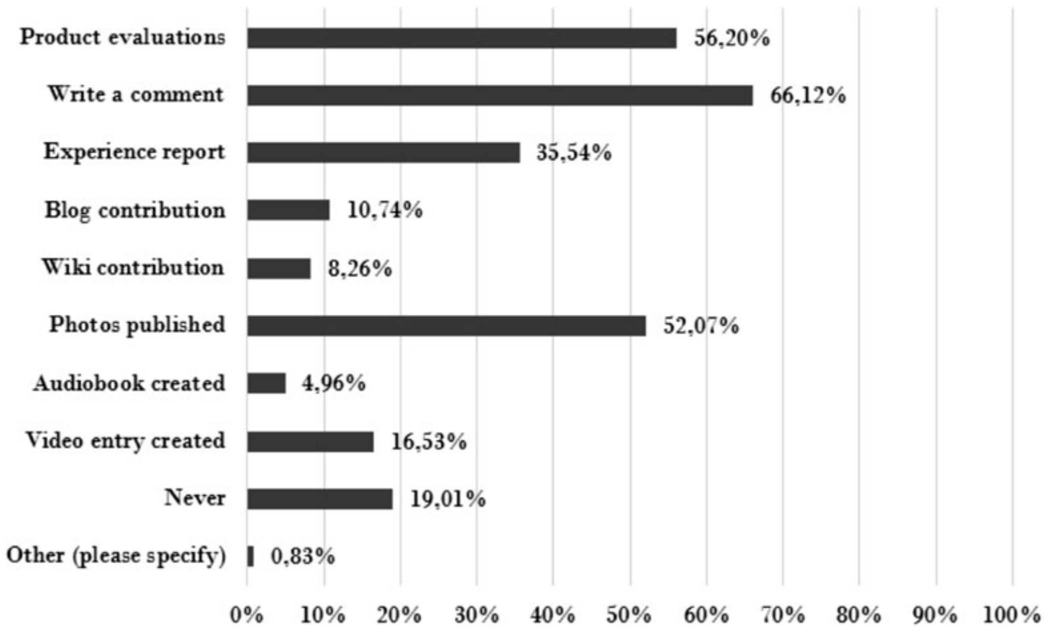

FIGURE 2: ON WHICH TOPIC HAVE YOU ALREADY CREATED USER CONTRIBUTIONS ON THE INTERNET (MULTIPLE ANSWERS POSSIBLE)?; SOURCE: AUTHOR

In the contribution category text contributions, the respondents most frequently wrote comments (66,12%), or assessed or recommended products (56,20%). Experience reports have written just under 36%. Blog contributions (10,74%) and wiki contributions (8,26%) play a subordinate role.

Image contributions in the form of published photos use 52,07% of respondents. Published videos are relatively little used at 16,53% – but they are also the most expensive to create. Audio shares play a minor role at 4,96%.

19,01% of respondents have never posted a comment on the web. As viewers, they read blogs, online forums, and customer reviews. They watch videos of other users and listen to podcasts, but do not create their own contributions.

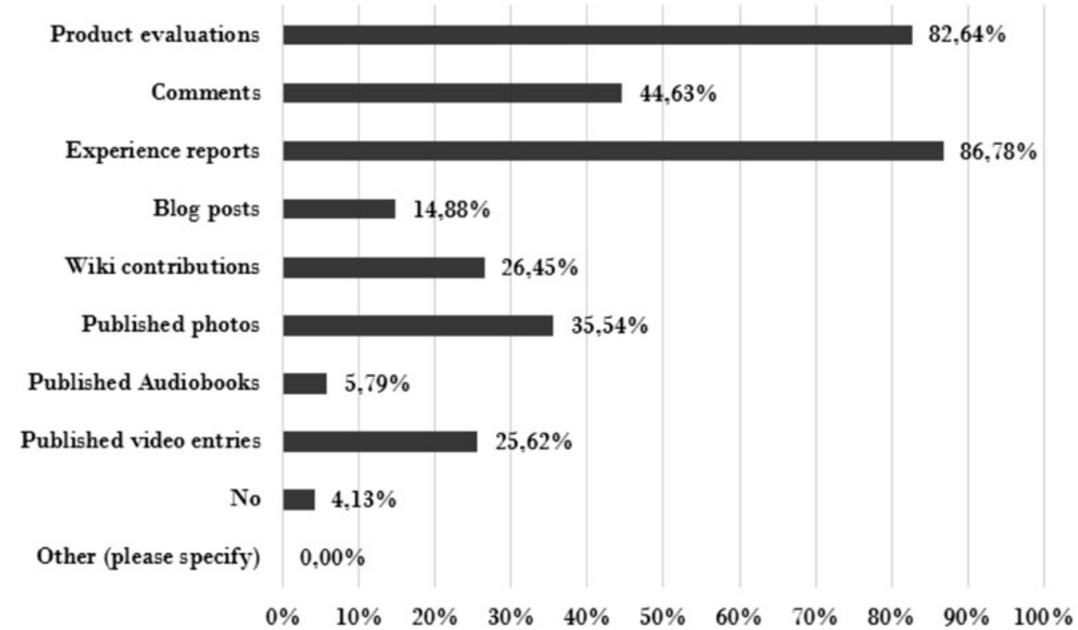

FIGURE 3: WHAT KIND OF USER CONTRIBUTIONS DO YOU ATTACH IMPORTANCE TO, OR WHAT CONTRIBUTIONS ARE IMPORTANT TO YOU IN YOUR OPINION FORMATION (MULTIPLE ANSWERS POSSIBLE)?; SOURCE: AUTHOR

It is noticeable that just under 66% of the interviewees write comments, but only 44,63% of them use comments on their opinion formation. This can happen because negative experiences from users tend to be expressed in the public rather than positive impressions. Experience reports, on the other hand, are seen as important by the opinion of over 86%, followed by product assessments.

Wiki contributions with 26,45% are of lesser importance in opinion formation. In relation to the self-published Wiki contributions (8,26%) this number is however not to be despised. For many users, wikis and their meaning seem not to be known.

More than half of the respondents (52,07%) publish photos, but only about 35% feel that they are important to the public. Here, too, the manipulative influence of images that the users are aware of can be seen.

4. Summary and Outlook ——— With the continuous increase of broadband connections, the handling of the internet has drastically changed. Within a very short time, the internet has evolved from technical toys into an indispensable work instrument. Websites with high-resolution graphics, but also with audio-/visual content, now belong to the same standard. This technical development has contributed significantly to the dissemination of user-generated content. The primary goal is also obvious on the surface: by using the product the presence is to be increased. By means of a positive report, supposedly independent of the actual producer, a reliable image is generated that radiates trust.

This reporting, however, about a blog post is rarely used. Product assessments or comments on products are at the forefront. These can be stored on the shop side directly in the product. In addition, photos are increasingly being generated, which can be uploaded to photo communities or can be attached to product reviews or comments. For their opinion formation, the interviewees use mainly experience reports and product assessments.

A important factor in user-generated content must be borne in mind: negative experiences are more likely to be expressed by users in the public rather than positive impressions. This makes it possible for them to be much more present and to have a greater influence – although in the theory more positive experiences were made, but these were not expressed. This distorts the image and the user-generated content misses its actual goal of recommending the product. In addition, there is another phenomenon in times of social media: through anonymity, the users lose their inhibitions and often leave their frustration out of everyday life, which has nothing to do with it at all.

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Kľúčové slová | Key Words ——— social media marketing, web 2.0, user-generated-content | *marketing sociálnych médií, web 2.0, obsah tvorený užívateľmi*

JEL klasifikácia | *JEL classification* ——— M30

Résumé ——— ***Štúdia: Zapojenie zákazníkov s obsahom vytvoreným používateľmi: Ako používatelia využívajú možnosť vytvárať obsah?***

Štúdia vychádza z otázky, ako zákazník využíva možnosť vytvárať vlastný obsah v čase web 2.0. Online prieskum bol založený na štandardizovanom dotazníku. Cieľovou skupinou boli koncoví užívatelia, ktorí sa pohybujú v sociálnych médiách a spotrebúvajú a vytvárajú obsah. Nebolo možné vyplniť dotazník opakovane a tak vylučujeme skreslenie výsledkov. Obmedzenie sa vykonáva prostredníctvom adresy IP dopytovaného. Pokiaľ ide o odpoveď na otázku výskumu, termíny Web 2.0 a obsah vytvorený používateľom sú prvýkrát definované pre ďalšie porozumenie. Obsah vytvorený používateľmi znamená mediálny obsah, ktorý nevytvára poskytovateľ webovej ponuky, ale jeho používatelia. Rozumie sa ako množstvo príspevkov, ktoré sa zaoberajú spoločnosťou, alebo produktom a nevznikajú z profesionálneho zdroja. Podľa mediálneho obsahu dostupného na internete môžu byť zhruba zaradené do štyroch kategórií príspevkov: text, obrázok, zvuk a video. Cieľom štúdie v kontexte tohto článku je zistiť, ako používatelia používajú obsah vytvorený používateľmi. Ak zákazník hľadá produkt a nie je dobre informovaný o tomto probléme, ostatní zákazníci sú schopní pomôcť. Nielenže sú dôležité jednoduché hodnotiace údaje, ale aj skúsenosti a dojmy o príslušnom produkte. Výraz "obsah generovaný používateľmi" označuje obsah webových stránok vytvorených jeho používateľmi a zahŕňa napríklad komentáre na blogoch, príspevky do fór alebo reakcie na stránky sociálnych sietí.

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THE POWER OF COMPLIMENTS: A SOCIO-LINGUISTIC VIEW INTO SOCIAL ADVERTISEMENT

With the accent of information and communication technology tools of the 21st century, consumption has been under a strong influence of globalization processes, changing communication systems, and developing the spending power of both businesses and individuals. Because of an easy access to communication tools and information, the consumer spending power strengthens and their attitudes and opinions gain voice. At the same time, a pressure on business subject to take over their responsibility share in helping to resolve social problems amplifies. Marketing practices have striven to recognize these changing rules with adjusted advertising strategies. Reflecting the new role distribution of the market, a strategy shift from product oriented campaigns to consumer value recognition can be observed, especially through social advertisement campaigns.

The purpose of this paper is to provide an alternative, sociolinguistic perspective into the psychology of the consumer by analyzing cases of successful marketing communication that aim at the consumer values rather than at the brand or product. Particularly, campaigns adopting the format of compliments in their advertising messages were identified and analyzed, to point out the potential of this communication format. Being strongly personal and value oriented with a positive charge in its nature, compliments amplify their potent communication power aimed at the recognition of the consumer in the modern times. Adopting a detailed content analysis, the study brings a unique, multi-disciplinary perspective to the understanding of marketing communication of the modern times.

1 Introduction ——— The rise of personal computers in the 1980's, the internet in the 1990's and social media in the early 21st century, brought along changing communication systems. Once a distant world speeds up and shrinks, people's attitudes and opinions gain on importance, the power of leaders weakens while the masses win over voice. These phenomena accelerate the globalization processes and, inevitably, result in changing patterns of consumer behavior and perceptions. Consumers and their willingness to accept new products or trends tend to be guided by their own will. Marketing practices have striven to reflect the renewed reality and adjust to the changing rules for advertising strategies.

Globalization has been linked with intensified consumerist tendencies coherent with a growing spending power of both businesses and individuals. This, as de Mooij and Hofstede point out, results in a gradual "convergence of income, media and technology" (de Mooij and Hofstede 2002, p. 61). Based on this premise, professionals debate the potential impacts on the consumption patterns. Will the convergence trends "lead to homogenous consumer needs, tastes and lifestyle" as anticipated by Assael (1998), Bullmore (2000), or Czinkota and Ronkainen (1993), or will the consumer behavior become more heterogeneous and the manifestation of value differences stronger, as proposed by Levitt (1988), Murphy (1999), Drucker (1999), de Mooij and Hofstede (2002), or Keane and Wasi (2012).

For a long time, the goal of advertising has been to promote a specific product to a targeted audience through varied advertising techniques: 'informative advertising' that provides basic information about a product; 'persuasive advertising' that uses coercive appeals to increase the demand to purchase a product; 'comparative advertising' that adopts direct comparisons between the company product and its competition; or 'reminder advertising' which reinforces previous promotional activity of a product. The center of attention of these advertising formats used to be a focus on product with an accent on its characteristics, specifics, advantages, qualities or effects. All these strategies have built on the assumption that the consumer behavior is rational, meaning that consumers form their preferences and make their individual purchasing decisions to maximize quality and minimize price.

Recently, however, a qualitative change in the promotional activities can be observed. While experiencing that the consumers "are often not rational and do not make purchase decisions that maximize utility" (de Mooij and Hofstede 2002, p. 61), that is, less emphasis is placed on real attributes, many advertisers see their consumers to appreciate social advertising campaigns with messages of an educational or philanthropic content (Lee and Kotler 2012) or those pointing out various social issues (Bovée and Arens 1992, p. 662, Banyte, Paskeviciute and Rutelione 2014, p. 12, French 2010). This is based on the premise that "many of consumers' motives for their purchase decisions are emotional, and their feelings about a brand can be more important than knowledge of its features or attributes" (Belch and Belch 2004, p. 276).

This indicates that, instead of converging their values, consumers may react to globalization through resisting the homogeneity. It was Drucker who proposed that in the 21st century business practices, what will really matter is not the product and its attributes but the consumer values (1999).

2 The compliment paradigm ——— Values, as de Mooij reiterates, "offer an opportunity to differentiate brands by going beyond a focus on attributes and benefits or the deliverance of higher-level consequences to consumers". They have a potential to create association networks that distinguish the brand from the competition and help build strong positions (2005, p. 97). To demonstrate the interactional force of consumer values, advertising messages in the format of compliments has been chosen. The study suggests that the potential of compliments as an advertising feature has far not been utilized in promotional practices, and if they were, they met with noticeable success.

Compliments represent an individual value oriented communication act that "aims to impress and/or please our addressees by amplifying their qualities" (Válková 2012, p. 43). Literature describes compliments as "intended by the speaker" and "meant to please the addressee" (Mustapha 2012, p. 228), their functions are to manifest solidarity, understanding or accord (Golato 2005, Holmes 1988, Manes and Wolfson 2011). Being distinguished as "expressions of positive evaluations", such as praise, admiration and respect (Manes and Wolfson 2011, p. 116), compliments are a common and an important part of everyday social life.

To grasp the power of a compliment as an advertising strategy, it is important to understand compliment as a speech act with a specific cultural, social and psychological dynamics. In human interaction, compliments are conceived as an interaction between a speaker and an addressee which implies a paired sequence (Heritage and Atkinson 1984), meaning that a response is expected. However, different cultures have varied norms, different situations have a varied context and different individualities may have different level of sensitiveness to the face concerns and react to compliments with a varied degree of imposition (Spencer-Oatey 2000). Orrechioni (1996) defines compliments as positive feeling evoking acts. Brown and Levinson (1978), on the other hand, consider compliments as a potential face threatening act, since culture, personality and context-related feelings of possible obligation, gratitude, engagement or embarrassment may create a varied force of stress. For example, the addressee may predicate a speaker's desire of unexpressed want and may feel pressure to provide a context-relevant response. In some cultures, compliments are paid more frequently than in others, and their acceptance and responses range between confident (acceptance/agreement, expression of gratitude) and modest (acceptance with amendment, no acknowledgement or an explicit denial) (Pomerantz 1978, Wolfson 1979). Therefore, it may be the problematic paired culture-burdened dynamics that makes compliments rarely used in advertisement in most of the countries.

The use of compliments in advertising, however, enacts different dynamics between the marketer and the consumer. As the targeted audience is spared of the imposition to react face-to-face, that is, to deliver a response, this decreases its face threatening force. What is more, being strongly personal and value oriented with a positive charge in its nature, it amplifies its potent communication power aimed at the consumer of the modern times. This paper demonstrates the potential of compliments as a powerful marketing communication format through an analysis of selected advertising practices that used compliments as a tool to communicate their brand and products to the consumers and, unsurprisingly, met with a significant success.

3 Methodology ——— The purpose of this paper is to contribute with a sociolinguistic perspective into the psychology of the modern consumer as an alternative to conventional analytical approaches to marketing communication. To identify advertising strategies that would resonate with the emerging times, cases of successful marketing communication that aim at the consumer values rather than at the brand or product are identified and submitted to a content analysis. The center of attention are campaigns that formulate their advertising messages in the format of compliments, an individual value oriented speech act that well demonstrates the interactional force of consumer values.

Compared to advertising messages featured as a speech act of an offer, suggestion or an invitation, compliments are by far not a frequently used feature in marketing communication, nor have they been analyzed for its potential in marketing. Three promotional practices sharing mutual attributes to comparison were identified and submitted to analysis. All three samples are created in a video commercial format and distributed through the TV and the social media communication channels. They all represent a commercial subject, namely the Apple, Dove and Always brands. They all classify as a social advertisement as they were part of a larger campaign aiming to address a social issue. And they all adopted the format of a compliment in formulating their message to the consumers. Finally, positive reactions were recorded in increased social media reactions and sales, and in reception of prestigious professional awards.

Each of the video commercials was transcribed for a content analysis. Features defining compliments were identified from the script, such as expressions of positive evaluations that amplify qualities, show praise, admiration or respect, as well as manifestations of solidarity, understanding or accord. The function of each compliment was analyzed to identify the targeted social aspect. Lastly, both general and professional public reactions were researched to evaluate the degree of the commercial or its related campaign impact.

4 Sample analyses ——— **4.1 Sample one: To the crazy ones** ——— The first sample used for analysis is the Apple company's commercial "To the crazy ones" that launched the company's "Think different" campaign in 1997. The main author of the text was the creative director Rob Siltanen, a few contributions were also made by Lee Clow and other company team members (Siltanen 2011). The content of the text pinpoints individual human differences as valuable contributions to change or form a society as seen in the following script:

"Here's to the crazy ones. The misfits. The rebels. The trouble-makers. The round pegs in the square holes. The ones who see things differently. They're not fond of rules, and they have no respect for the status-quo. You can quote them, disagree with them, glorify, or vilify them. But the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do."

It can be seen that while acknowledging personal characteristics normatively seen as divergent or problematic (e.g., crazy, misfits, rebels, trouble-makers, rule-breakers, without respect), these are used to express solidarity, understanding or accord ("while some may see them as the crazy ones"). At the same time, these acknowledgements preface the expression of positive evaluations, such as admiration or respect ("because they change things", "they push the human race forward", "I see genius", "the people who are crazy enough to think they can change the world, are the ones who do"). Seen from this perspective, the message serves as a compliment with a profound value-oriented charge. It grants a wide range of the audience on individual bases, since it opens a large space for everyone to find him- or herself in it and feel to be understood. In sum, the commercial approaches its audience not as a homogenous mass but acknowledges the positive contribution of varied individual characteristics and values.

The power of the compliment paid to its potential consumers as an advertising strategy, can be seen in the reception of the commercial upon its release. The "Think Different" campaign resulted in being an enormous success winning the company a number of awards including the 1998 Emmy Award for Best Commercial and the 2000 Grand Effie Award for most effective campaign in America. Various business specialists also saw the launch of this commercial as a breakthrough point in the promotion of the company and its products, as it contributed to the brand re-emergence, restoring its image after Apple was losing the market share to other companies at that time (Deutschman 2000, Bilton 2011, Adonai 2013). It is needless to say that being one of the first of this type, the commercial reveals the marketing genius of Steve Jobs and his team being able to recognize the changing consumer values and react to the accent of the globalization trends emanating the "new commercial reality" (Lewitt 1983).

4.2 Sample two: Dove real beauty sketches ——— The second sample is the "Dove Real Beauty Sketches" video from 2013 as part of the Dove Campaign for Real Beauty. Conducted by the Unilever's Dove brand since 2005, the campaign reacts to the market research results indicating that only 4% of women perceive themselves as beautiful while the majority is hypercritical to their looks (Vega 2013). The analyzed video with a leading slogan "You are more beautiful than you think" was produced by the Ogilvy & Mather ad agency with the aim to raise awareness to the tendency of being too concerned with one's appearance by accentuating natural beauty.

In this video, several women describe themselves for a sketch to a forensic artist hid behind a curtain while the woman and the artist cannot see each other. The same women are then described by stranger women whom they met the day before. After that, the women are shown both sketches for comparison. Although designed as an experiment, the video discloses an expected outcome. The self-descriptions as considerably more critical or negative ("my mom told me I had a big jaw", "when like I smile I feel just like [my chin] kinda protrudes a little bit", „I kinda have a fat rounder face", "the older I've gotten the more freckles I've gotten" …) than those provided by the strangers ("she was thin", "her chin was a nice thin chin", "scars … were describing just a normal beautiful person", "she had nice eyes they lit up when she spoke and were very expressive", "she had blue eyes, very nice blue eyes"). The contrast is then realized by the women themselves in the video ("the stranger's was a little more like gentle. It's really different, which is very strange", "she looks closed off and fatter, she just looks kinda shut down, sadder too, the second one is more beautiful", "she looks more open and friendly and happy", "like a happy, light, much younger, much brighter person"). The video leads to the grand slogan of the commercial: "You are more beautiful than you think".

Compliments play a paramount role in this video. Upon the prevalently critical self-descriptions, the first compliment featured sequences come as positive evaluations given from the stranger women. Even though their sincerity may be questioned as they may be meant to be polite, please or show solidarity, and even slightly manipulated by the artist's question formulations, their undoubted content is to accentuate the qualities in appearances or even to see imperfections from a positive angle. The strong contrast in evaluations for the two sketches yields further series of self-compliments, some being the women's corrected positive evaluations of their own appearance, other following as a solicited agreement to the artist's final question „Do you think you are more beautiful than you say?". Being a reiteration of the artist question, the commercial leading slogan then, is a compliment transferred to the wide range of consumers acknowledging the existence of natural positive qualities in each individual. The message, like the previous sample, celebrates individual differences of its audience rather than a unified model of beauty.

The power of the compliment as a potent marketing strategy can be found in the vivid reactions to the video. Upon its online release, more than 15 million people saw the video within a week through various social-media networks (Grose 2013) creating a viral sensation. The emotional nature of the content can be observed in the personal and rather mixed reactions of the critics. Katy Young in the The Daily Telegraph called it Dove's "most thought provoking film yet" for its "moving, eye opening and in some ways saddening" (2013) character. Rebecca Cullers from Adweek classifies the commercial as "one of the most original and touching experiments" (2013) while Emma Gray in the Huffington Post admits that this "message rings true and is a refreshing departure from the many female-targeted ads that try to shame women into buying things" (2013). Some even acknowledge that the video brought tears to their eyes (Vega 2013). Avi Dan from Forbes, on the other hand, sees the message as "powerful", but still "focusing too much on appearance" (2013), as well as others object against the experiment as "tainted" and not scientifically valid for a purposeful selection of the participating women (Postrel 2013, Griner 2013). Despite the criticism and opposing sentiments, the marketing effect of the commercial reflected in the company improved image and results. The campaign won a number of awards (19 including Titanium Grand Prix award at Cannes Lions International Festival of Creativity in 2013, top price at Effie Award 2014), and the company sales reportedly increased by approximately 40% (Skene 2014).

The personal character of the compliment as a powerful promoting technique dwells in the value-oriented nature of the speech act. Reflecting Anselmo Ramos, the head of the Real Beauty project, who claims that "most ads today don't evoke any clear emotion, they just communicate a particular product or service benefit" (Grose 2013), the Dove commercial seems to suit well the desire of the modern time consumer. It reinforces confidence and self-esteem or, as Vega puts it, "hits on a real human truth for women" (2013). Emanating diverging values in a converging globalized world is nicely reflected in Culler's remark: "like all of the best work, the commercial elements are barely there. Beyond the logo, Dove doesn't even attempt to sell soap" (Cullers 2013). This reiterates the above mentioned Drucker's claim that what really matters nowadays is not the product and its attributes but the consumer values (1999). Compliment in its nature seems to have done the right work for recognizing the consumer varied qualities and their individualized values and needs.

4.3 Sample three: Always #LikeAGirl ——— The last analyzed sample is the Procter & Gamble campaign "Always #LikeAGirl" from 2013. Its author, the award-winning filmmaker Lauren Greenfield, designed the video to help the company empower females and address what Always calls a "the self-esteem crisis" among young girls (Goldberg 2014). The idea is based on the American Psychological Association research results showing that the girls' self-esteem drops twice as much than boys' during puberty (Robins et al. 2002). As part of a larger campaign, a series of further videos were released with the ambition to "rewrite the rules and keep girls in sports" (always.com 2017).

In the beginning of the analyzed video, several adult women and a little brother are asked to act out what it means to them "to do something 'like a girl'". While showing how they see women run, fight and throw, a variety of fake affectionate and weak hand and leg movements, pretended flipping hair, or giggles are shown by the participants. The same question is then posed to younger pre-pubescent girls who, unlike the others, perform genuine efforts in natural, self-confident performance prone to stereotypes as they „act out athletic and deliberate motions" (Goldberg 2014). The others are then asked for their reflection which results in realization of their hypercritical judgements and corrected views.

In the beginning, the video shows the phrase 'Like a girl' being treated as an insult, but as it progresses, at sends an altered message, that is, to deliver women a compliment. As the company puts it, the main goal was to start showing young girls that "doing it #LikeAGirl is an awesome thing" (always.com, 2017), in other words, to accentuate admiration and respect for women's qualities and potential in sports. This is formulated by one of the women participants at the end: "if you are still scoring, … you're still being first, you're doing it right". Being asked to provide advice to young girls, this woman prompts them with a positive evaluation: „keep doing it because it's working". As a manifestation of solidarity and understanding, she adds: "If somebody else says that running like a girl or kicking like a girl or shooting like a girl is something you shouldn't be doing, it's their problem". To boost self-confidence, then, she concludes: „yes, I kick like a girl, I swim like a girl and I walk like a girl and I wake up in the morning like a girl because I am a girl and that's not something that I should be ashamed of".

Along with an immediate viral effect confirming the company gained interest of a large market world-wide (Kimberley 2014), the campaign won the PR Grand Prix award at the Cannes Lions International Festival of Creativity in 2015 followed by the Creative Arts 2015 Emmy Award. Its success initiated a professional debate about the current time advertising trends. And it is the nature of the compliment act that may provide the answer to the question PR professionals posed when searching for the formula that wins the festival top prizes. Lynne Anne Davis, the PR jury president explains that the current committee strategy is to prioritize the effect in the strategy

planning, that is, whether there is a "measurable change in behavior, lives, policies and societies" (Bruell 2015). And indeed, based on the overall results, professionals agreed that this campaign did achieve its goal to "completely redefine the phrase 'like a girl'" (Goldberg 2014). As Davis continued, while the commercial "didn't just speak to girls…, it hit a chord with everyone: women, mothers, fathers, and it spoke to every single culture [and told] a cultural truth that transcends boundaries" by addressing the individuals' "self-esteem issues". Again, it seems to be the personal feeling and value oriented content of the message as well as the recognition of natural human qualities that targeted the audience of this commercial.

5 Conclusion ——— The analyses above show compliments as a potent advertisement strategy reflecting the character of modern times. Compliments are a personal feeling and value oriented, have a positive force and touch individual people's emotions. At the same time, when used in advertisement, they do not carry the conversational burden. Their audience, hidden in a public space, is void of the commitment to provide a socially, culturally or context relevant response. Compliments allow the consumers to enjoy a moment of recognition and fame.

Neither of the analyzed commercials, as presented in the video shots, utilizes the traditional commercial elements such as a promotion of their product accentuating the product attributes, that is, its characteristics or benefits. Rather, they aim at human values as they communicate admiration and respect, provide positive evaluations, accentuate human qualities, recognize potential in people, or manifest solidarity and understanding with the consumer. Although it can be argued that they aim at creating a company image, they take upon further ambitions. They may educate, help or address pending selected social issues, as shown in all three analyzed examples. One celebrates individual differences, creativity and originality in solutions while challenging the ostracism of mainstream; another accentuates women's natural beauty to change their hyper-critical self-evaluations and boost self-esteem; and the other fights gender stereotypes to boost young girls' drop in self-confidence during the critical age of puberty.

This study suggests that compliments, while allowing to recognize individual values, are an advertising format that resonates with the current time consumption divergence trends. Considering Hofstede and de Mooij's argument that "when income levels are such that consumers have satisfied their basic needs and wants, they will spend their discretionary income on what best fits their value systems" (2002, p. 67), compliments offer a direction for promotional activities at the time of globalization. This study shows that with the converging income, media and technology, people are willing to choose for telecommunication, cosmetics or personal hygiene products of a higher standard when the brand communication style succeeds to recognize their feelings, needs and value systems.

Showing the dynamics of compliments in advertisement, the hypothesis of the converging consumption patterns can, in the end, be genuinely challenged. As there seems to be "no empirical evidence that consumption behaviors are converging" (Murphy 1999), the homogeneity in consumer values can be, as de Mooij and Hofstede put it, considered as "merely a persistent myth" (2002, p.62). It is the opposite reality of a diverging consumption behavior that needs to be taken into account when developing advertising strategies. Consumer value systems appear to be heterogeneous. Consumers expect their distinct feelings, wants and needs to be acknowledged. They long to be understood and involved. And they expect commercial activities to have a tangible impact in resolving their social issues. Compliments show to be one of the potent techniques to meet the complexity of these criteria.

5.1 Limitations and suggestions for further research ——— This study, being rather descriptive in nature, focused on content analysis of selected advertisements that defined as the speech act of a compliment, that is, carried the format of given linguistic and pragmatic features. Received awards and results from open databases were used to demonstrate the success of each campaign and only suggest the potential of compliment for marketing and advertising. To prove its potential, though, a follow-up qualitative research in the form of surveys, interviews or focus groups with varied targeted market segments would provide more information about the consumer perceptions.

The selected samples for analysis represented three cases adopting compliments in social advertisement. However, further examples of compliments from other brands or companies and using a wider range of media than video can be identified in the market, such as the Nike "Find Your Greatness" campaign accentuating diversity or the L'Oréal "Because You're Worth It" campaign appealing to the women's rights movement and its history. Extending a variety of the analyzed samples might provide more findings supporting the hypothesis that compliments in their nature do enhance a more value-oriented communication and positive relationship between the brand or company and the consumer. Samples analyzing compliments in advertisement could also be contrasted with case studies focused on samples that carry offensive messages in advertisement.

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Kľúčové slová | Key Words ——— social advertisement, marketing communication, advertising strategy, campaign | *sociálna reklama, marketingová komunikácia, reklamná stratégia, kampaň*

JEL klasifikácia | *JEL classification* ——— M31

Résumé ——— ***Sila komplimentov: Sociálno-lingvistický pohľad na sociálnu reklamu***

S dôrazom na nástroje informačných a komunikačných technológií 21. storočia bola spotreba silne ovplyvnená globalizačnými procesmi, meniacimi sa komunikačnými systémami a rozvíjaním kúpnej sily podnikov aj jednotlivcov. Vzhľadom na ľahký prístup ku komunikačným nástrojom a informáciám posilňuje výdavkovú silu zákazníkov a ich postoje a názory získavajú hlas. Súčasne sa zvyšuje tlak na podnikateľský subjekt, ktorý preberá svoju zodpovednosť pri riešení sociálnych problémov. Marketingové postupy sa snažia rozpoznať tieto meniace sa pravidlá prispôsobenými reklamnými stratégiami. Vzhľadom na novú úlohu distribúcie trhu možno pozorovať prechod od produktovo orientovaných kampaní k uznávaniu hodnoty spotrebiteľov, najmä prostredníctvom kampaní sociálnej inzercie. Cieľom tohto článku je poskytnúť alternatívny, sociolingvistický pohľad do psychológie spotrebiteľa analýzou prípadov úspešnej marketingovej komunikácie, ktoré sa zameriavajú skôr na spotrebiteľské hodnoty ako na značku alebo produkt. Predovšetkým boli identifikované a analyzované kampane, ktoré prijali formát komplimentov vo svojich reklamných správach, aby poukázali na potenciál tohto komunikačného formátu. Byť silne osobný a cenovo orientovaný s pozitívnym nábojom vo svojej podstate, komplimenty rozširujú svoju silnú komunikačnú silu zameranú na rozpoznanie spotrebiteľa v moderných časoch. Prijatím podrobnej analýzy obsahu prináša štúdia jedinečnú, multidisciplinárnu perspektívu na pochopenie marketingovej komunikácie modernej doby.

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ETICKÝ KODEX V RETAILU

Příspěvek pojednává o nutnosti řešení některých aktuálních problémů v retailu s ohledem na ochranu spotřebitelů, životního prostředí a rozvoj společnosti. Řešení nabízejí etické kodexy, kterými retaileři deklarují svůj proaktivní přístup k řešení etických problémů, jenž mají dopad na stakeholdery i životní prostředí. Některé retailové řetězce také svůj zájem o společnost následují ve strategiích společenské odpovědnosti. Ty se stávají velmi důležitým prvkem dotváření corporate identity také v retailu.

Etika v českém podnikatelském prostředí ——— Podnikatelské prostředí v České republice se i po mnoha letech, kdy prošlo výraznou transformací v tržní hospodářství, potýká s nedostatkem důvěry, spolehlivosti obchodních partnerů. Jedinou zásadní myšlenkou podnikatele je dovést své podnikání k maximálním (převážně krátkodobým) ziskům i za cenu drobných morálních ústupků. Ani bezmála 30 let tržního hospodářství nedovedlo české podnikatele k zásadní změně v podnikatelském chování a následování všech základních etických zásad.

V roce 2005 byl zveřejněn výzkum, který měl za cíl zjistit, jak se zástupci podnikatelské sféry stavějí k dodržování etických principů (GfK 2005). Z tohoto výzkumu vyplývalo, že podnikatelské prostředí v České republice nebylo příliš nakloněno etickému podnikání, ale úroveň etiky je o něco lepší než dříve. Tento výzkum však také prokázal dvojí pohled na vnímání korupce, tzv. pozitivní a negativní. Pozitivní je myšlena ta, kdy zaměstnanci podniku úplatky přijímají a firma z tohoto postoje profituje. Také neetické chování považovali za konkurenční výhodu.

S těmito problémy se však nepotýkalo tržní hospodářství jen po roce 1989, ale již Baťa v roce 1932 pronesl následující myšlenku: „Příčinou krize je morální bída. Přelom hospodářské krize? Nevěřím v žádné přelomy samy od sebe. To, čemu jsme zvykli říkat hospodářská krize, je jiné jméno pro mravní bídu. Mravní bída je příčina, hospodářský úpadek je následek. V naší zemi je mnoho lidí, kteří se domnívají, že hospodářský úpadek lze sanovat penězi. Hrozím se důsledku tohoto omylu. V postavení, v němž se nacházíme, nepotřebujeme žádných geniálních obratů a kombinací. Potřebujeme mravní stanoviska k lidem, k práci a veřejnému majetku. Nepodporovat bankrotáře, nedělat dluhy, nevyhazovat hodnoty za nic, nevydírat pracující, dělat to, co nás pozvedlo z poválečné bídy, pracovat a šetřit a učinit práci a šetření výnosnější, žádoucnější a čestnější než lenošení a mrhání. Máte pravdu, je třeba překonat krizi důvěry, technickými zásahy, finančními a úvěrovými ji však překonat nelze, důvěra je věc osobní a důvěru lze obnovit jen mravním hlediskem a osobním příkladem."

Proto je zde důvod si otázku etického chování pokládat. Touto myšlenkou se zabývá stále více podniků a manažeři společností jsou si vědomi pozitivních dopadů na jejich corporate identity, kterou mnohdy velmi těžce budují. Díky tomu, že i v oblasti retailu se pohybuje mnoho nadnárodních firem, se otázka etiky a společenské odpovědnosti řeší stále důrazněji. Pokud má firma mateřskou společnost v zahraničí, většinou bývají tyto podniky lépe připravené a vybavené pro aplikaci různých nástrojů podnikatelské etiky nebo společenské odpovědnosti (Čaník a Čaníková 2006). Navíc nová generace zákazníků i manažerů podniků je více vzdělaná v otázce ochrany životního prostředí, udržitelného rozvoje a je díky globalizaci stále více ve spojení se zahraničím a přejímá morální standardy, které jsou tam obvyklé. Díky tomu se začínají touto otázkou zabývat více do hloubky. Korporace institucionalizují korporátní podnikatelskou etiku (Brammer, Jackson a Matten 2012). Snaží se o design a implementaci pravidel a zákonů tak, aby regulovaly etické chování a vytvářely strategii společenské odpovědnosti.

Specifika podnikatelské etiky se však dají vysledovat v souvislosti s původem společnosti. Sice je možné hovořit o růstu nového globálního prostoru, ale určité rozdíly lze zaznamenat na příkladu Evropy, Severní Ameriky a Asie. Jde především o klíčové prvky podnikatelské etiky. V Evropě jsou na prvním místě sociální aspekty v organizaci podnikatelského prostředí (etika kapitalismu, ekonomická racionalita), v Severní Americe prohřešky a nemorálnost v situacích rozhodování jednotlivců (udavačství, soukromí, práva zaměstnanců) a v Asii je to především firemní management a zodpovědnost (špatná správa, korupce) (Crane a Matten 2016).

Důvodem pro zavádění principů etického chování není pouze propojení s jinou společností v zahraničí, ale také vyšší informovanost v souvislosti s pozitivními dopady etického chování na celou společnost i samotný podnik. Celospolečensky lze zaznamenat například snížení korupce díky vyšší transparentnosti, zvýšení produktivity hospodářství, zlepšení reputace České republiky v mezinárodním podnikatelském prostředí, zlepšení sociálního a životního prostředí, snížení hospodářské kriminality a tím i zatížení státní sféry (Čaník, Řezbová a Zavřel 2005). Pro samotný podnik je možné identifikovat mj. zlepšení firemní reputace, redukci rizik a nákladů, zvýšenou míru loajality zaměstnanců, posílení konkurenceschopnosti, tím i zajištění a udržení příjmů a zisků, posílení možnosti získat a udržet si zahraniční kapitál a zajištění trvale udržitelného růstu (Čaník a Čaníková 2006). Tyto důvody se stále více dostávají do povědomí podniků.

Významnou se pak otázka podnikatelské etiky stává tím, že tyto pozitivní dopady se týkají více stakeholderů podniků. Zákazníci poptávají více než jen produkt oblíbené značky, zaměstnanci si vybírají práci pro společnosti se silnými hodnotami, akcionáři inklinují k podnikům s vynikající reputací a navíc tím podniky oproti konkurenci získávají lepší pozici (Keegan a Green 2013).

Aktuální etické problémy v retailu ——— Etické chování, resp. podnikatelská etika je v českém podnikatelském prostředí již nejen diskutovaným tématem, ale také je zaznamenatelná aktivita podniků v souvislosti s nastavováním etických norem a standardů. Výrazným problémem, proti kterému se retail vymezuje, je kvalita potravin. V českých médiích se často objevují články uveřejňující skandály velkých retailových řetězců, které nedodržují podmínky skladování a péče o zboží a tím snižují kvalitu potravin. Prodávají sice cenově výhodné zboží, které však často překračuje limity obsahu škodlivých nebo nebezpečných látek. Proto i v českém prostředí existuje napojení na mezinárodní systémy rychlého varování RAPEX, RASFF. Otázkou kvality potravin se zabývá streamové video A dost!, český časopis Dtest. Dále zde vystupují autority jako Státní zemědělská a potravinářská inspekce, Česká obchodní inspekce.

Otázka kvality zboží je také zásadním tématem některých dalších organizací a institucí na národní i mezinárodní úrovni. Visegrádská čtyřka řeší především dvojí kvalitu potravin pro západní země Evropské unie a pro střední a východní Evropu. V roce 2015 byl proveden výzkum, jehož výsledky byly velmi zarážející. Až třetina testovaných potravin z českých a německých obchodů měla odlišnou kvalitu. Tyto výrobky se prodávaly ve stejném obalu a za velmi podobnou cenu. V té době však podle europoslankyně Olgy Sehnalové bylo problémem využití těchto dat předsednictví Nizozemska, které o toto téma neprojevilo zájem (Euractiv 2017).

V březnu tohoto roku pak premiéři čtyř zemí visegrádské skupiny ve Varšavě schválili společné stanovisko k budoucnosti Evropské unie. V něm si přáli reformu společenství při rovnosti všech členů a především vyzvali Evropskou komisi, aby se problému rozdílné kvality potravin v různých unijních zemích věnovala. Považují dvojí kvalitu potravin za vážný problém a snaží se prosadit výraznější reakci Bruselu na tato upozornění (Zemědělec 2017).

Dalším stěžejním tématem etických standardů ve vztahu k zákazníkům je pravdivost a transparentnost předávaných informací. Jedná se o nesoulad v informacích a pravdivosti údajů o akčním zboží, klamání spotřebitele a neetický přístup v rámci marketingových aktivit. Neetické chování marketérů může vést k disharmonii se zákazníkem a společnosti jako celku v dlouhodobém horizontu. Mnohdy se marketéři ve svém rozhodování ztrácejí, nejsou vůči neetickému chování citliví nebo „pouze" dodržují zákony a regulace ze strany státu. Pro lepší ukotvení některých dalších aspektů etického chování je nutné nadefinovat etickou politiku uplatňovanou v rámci marketingového řízení (Kotler a Armstrong 2016). Proto stále více retailerů v České republice přejímá etické kodexy svých mateřských společností v zahraničí nebo původem české podniky se snaží definovat své vlastní.

Skandál v českém prostředí, který se týkal praktik obchodních prodejců a byl zpracován v podobě dokumentu Šmejdi, však dokládá, že některé společnosti naopak své pracovníky motivují k neetickému chování. Tito obchodní zástupci používají praktiky, které se s marketingovou etikou zcela neslučují.

Český retail zaznamenává, podobně jako obchodování celosvětově, velký nárůst transakcí v internetovém obchodování. Také velké retailové řetězce, které doposud neměly své e-shopy, o této alternativě uvažují. Virtuální prostor je proto také tématem diskuzí z pohledu etického chování. Spotřebitelé jsou však stále informovanější, vzdělanější a velmi často využívají tento distribuční kanál u ověřených internetových obchodů, případně svůj výběr podřizují recenzím, které jim pomáhají při výběru poctivého obchodníka.

Na druhé straně obchodníci musí řešit problémy ve vztahu zákazník – obchodník. Velmi výrazným negativním jevem jsou krádeže v obchodech. Uvádí se, že procento krádeží z celkových prodejů v České republice se pohybuje kolem 1,4 %, což činí 14. místo Barometru a odhaduje se v přepočtu na 7,6 mld. Kč (Global Retail Theft Barometr 2015). Krádeže v obchodech se bohužel týkají také vztahu zaměstnanec – obchodník. Velmi často dochází k fyzickým krádežím, ale také zneužívání know-how obchodníka, obchodních kontaktů nebo firemního majetku (Hesková, Jaderná a Lieskovská 2017). Retailer pak ve svých etických kodexech naopak řeší chování vůči zaměstnancům. Předmětem zájmu je především vymezení proti diskriminaci, způsoby a včasnost odměňování a stále častěji otázka obtěžování a zneužívání postavení manažerů. Také se retaileři snaží o zpříjemňování pracovního prostředí, což pramení především ze základních specifik obchodu v rámci personálního managementu, a to dlouhé otevírací doby, práce na déle než 8 hodin denně a psychickou a fyzickou náročnost. V České republice mají zaměstnanci možnost se obrátit na organizace typu DAS nebo OMBUDSMAN, případně Inspektorát práce.

Následující kapitola reflektuje etické kodexy vybraných retailerů, kteří reagují na nejčastější problémy v obchodě a deklarují svůj etický přístup ke společnosti, zaměstnancům i obchodním partnerům. Také uvádí informace o etických kodexech vybraných reprezentantů českého podnikatelského prostředí.

Etický kodex v českém retailu ——— Etický kodex je definován jako sled všeobecných prohlášení o morálních hodnotách různých profesí, který se využívá k vedení rozhodování v praxi (Whitehouse a kol. 2015). Etický kodex je také vnímán jako systematicky zpracovaný soubor norem a předpisů, který má za cíl urovnávat rozpory, neshody nebo protiklady v názorech a vztahy mezi členy určité komunity (Rolný 2007).

Jde tedy o dokument, který má zaměstnancům i vedení společnosti ukázat směr při každodenních rozhodnutích, které se týkají jeho profese a určuje také svůj postoj a morální hodnoty. Ty mají být všemi vnímány a následovány tak, aby spoluvytvářely vhodné podnikatelské prostředí.

Svaz obchodu a cestovního ruchu ——— Svaz obchodu a cestovního ruchu České republiky (dále jen SOCR ČR) je autorita, která pomáhá spoluvytvářet české podnikatelské prostředí. Proto její hodnoty, definované v Etickém kodexu Svazu obchodu a cestovního ruchu, by měly být sdíleny nejen členy tohoto svazu. Kodex je tvořen v souladu se Stanovami SOCR ČR. Svaz se mimo jiné zabývá otázkou svobody trhu, jako zásadním východiskem podnikání v českém podnikatelském prostředí. Vybízí k naplňování hodnot v rámci vztahů se všemi stakeholdery, jako jsou odpovědnost, důvěryhodnost, spolehlivost a zákonné jednání. Členové se kodexem zavazují k dodržování správných obchodních praktik a k pomoci zdokonalovat právní řád a jeho naplňování. Stěžejní je také platební disciplína, regulérnost zboží a služeb, transparentnost smluvních podmínek a vyvarování se šedé ekonomice.

V rámci konkurenční soutěže jednají vždy ve svém zájmu, ale čestně a s ohledem na evropská pravidla, k reklamě přistupují eticky a také pro své zaměstnance se snaží vytvářet důstojné podmínky. S ohledem na své možnosti podporují charitativní nadace či akce a snaží se mnoha způsoby o zlepšování životního prostředí. Ke zvýšení prestiže podnikání v obchodě a cestovním ruchu spolupracují s informačními médii do té míry, aby nepoškodili své podnikání (SOCR, 2015).

Albert – Ahold Delhaize ——— Mnoho retailových podniků v českém prostředí přejímá etické kodexy svých mateřských společností. Příkladem může být retailový řetězec Albert, který je součástí skupiny Ahold Delhaize. Jde o společnost, která má více než 6500 obchodů po celém světě, obsluhuje 50 milionů zákazníků ve Spojených státech amerických, Evropě a Jižní Asii za týden (Ahold Delhaize 2017). Albert přejímá jejich dokument o etickém chování. „Náš etický kodex“ je dokument, ve kterém nejprve generální ředitel Ahold Delhaize upozorňuje na důležitost etického chování a dodržování zásad při každodenním rozhodování, kterých průměrný člověk učiní během dne 35 000. Je stěžejní nejen dodržovat zákony a etické principy, ale v rámci svého rozhodování se držet základních zásad. Ty jsou v dokumentu naformulovány takto:

| 1. Respektujeme jeden druhého.
| 2. Dodržujeme zákony.
| 3. Ve všech našich vztazích jednáme eticky.
| 4. Nebojíme se ozvat.

Tyto zásady jsou naplňovány díky základním hodnotám, kterými ve společnosti jsou čestnost, odvaha, týmovost, péče a humor. Čestnost má být morálním kompasem při rozhodování. Díky odvaze mají být zaměstnanci schopni najít sílu udělat správné rozhodnutí, případně řešit své problémy. Díky týmovosti má být zajištěna vzájemná podpora a naplňování těchto hodnot a péče má ochraňovat vztahy s kolegy, komunitami i zákazníky. Humor má zajistit udržení nadhledu.

První z uvedených zásad formulovaných v tomto dokumentu „Respektujeme jeden druhého.“ upozorňuje na důležitost udržovat důstojnost a úctu navzájem. Vyhrazují se proti diskriminaci, obtěžování nebo nevhodnému chování. V tomto bodě deklarují také dodržování pravidel bezpečnosti pracovního prostředí.

Zásada „Dodržujeme zákony.“ se objevuje v mnoha etických kodexech retailerů. Nabízí se však otázka, zda dodržování zákonů je součástí podnikatelské etiky či nikoliv. Podle Crane (2017) „business ethics začíná tam, kde končí právo.“ Mělo by jít tedy spíše o morální postoje, které zákony převyšují. Ahold Delhaize se v rámci této zásady vymezuje vůči nekalé hospodářské soutěži, určuje etické chování ve vztazích s dodavateli, konkurenty i profesními organizacemi. Zakazuje korupci a úplatkářství a zneužívání důvěrných informací.

Ve třetím bodě se Ahold Delhaize snaží reagovat na nejpalčivější problémy retailu. Proto vysvětluje pojem střet zájmů, zneužití postavení nebo obchodních či investičních příležitostí. V otázce darů, které poskytují potenciální nebo stávající dodavatelé společnosti, je v dokumentu jasně uvedeno, že o ně nesmí zaměstnanec požádat a pokud je mu nabídnut, má zvážit, zda ho tento dar může ovlivnit v jeho dalším rozhodování. Ahold Delhaize také řeší otázku bezpečnosti potravin, jasně deklaruje závazek poskytovat zákazníkům bezpečné a vysoce kvalitní výrobky. V rámci etického kodexu řeší společenskou odpovědnost firmy, udržitelnost maloobchodní-ho prodeje. Zabývá se otázkou uchovávání a správy záznamů a ochranou důvěrných informací.

Čtvrtý bod se týká ochrany osobních dat s tím, že pokud kdokoliv zjistí zneužití těchto dat, tento problém řeší, a to nejprve na lokální úrovni. Také řeší otázku poskytování rozhovorů a informací třetím stranám. V případě etických problémů pak nabádá zúčastněné k informování etické linky a řešení vzniklé situace (Ahold Delhaize 2017).

Stavebniny Spurný ——— Stavebniny Spurný byly založeny v roce 1992. Do roku 1998 se jednalo pouze o maloobchodní firmu, pak se začali zabývat také velkoobchodním prodejem stavebního materiálu pro velké i menší stavební firmy ve svém okolí. Tato firma je příkladem malého a středního podnikání, které si uvědomuje potřebu stanovení a dodržování etických standardů. Na svých webových stránkách vymezuje zásadní pilíře etického kodexu:

| Respektování zákonů.
| Úcta a důvěra vůči nadřízeným a kolegům.
| Maximální vstřícnost vůči zákazníkovi.
| Závazek mlčenlivosti vzhledem k interním informacím.
| Jednání v zájmu firmy a její dobré pověsti.
| Ohled na životní prostředí.

Navíc zde také uvádí zásady profesionálního chování pracovníka firmy. Zde podrobněji rozebírá dříve definované zásadní pilíře a uvádí, že tento dokument je pro pracovníky firmy závazný a jeho porušení být považováno za porušení pracovní kázně a může být důvodem postihu nebo i ukončení pracovního poměru (Stavebniny Spurný 2017).

Osobní prodej ——— Velkým problémem na českém trhu je z důvodu nepříznivého vývoje osobního prodeje a neblahé reputace osobních prodejců zastupujících některé společnosti nepřijetí osobního prodeje jako korektního způsobu distribuce zboží zákazníkům. Proto se Asociace osobního prodeje rozhodla řešit tento problém a snaží se vybudovat povědomí o osobním prodeji jako o nabídce vysoce kvalitních výrobků za výhodných obchodních podmínek. Na druhé straně hovoří o příležitosti pro rozvoj drobného podnikání a možnosti pracovního uplatnění. Aby toho mohli podnikatelé dosáhnout, je nutné dodržovat určitá pravidla, mj. etický kodex.

Etický kodex, který Asociace osobního prodeje vydala v roce 2016, řeší otázku chování vůči spotřebitelům, přímým prodejcům a také ostatním společnostem na trhu. V rámci části o chování vůči spotřebitelům zdůrazňuje absenci zakázaných praktik (zavádějící, klamavé nebo nekalé obchodní praktiky), a to i v případě propagačních materiálů, nutnost prokázání totožnosti, možnosti prostudovat podmínky objednání zboží a transparentnost objednávkového procesu. Dále se společnosti zavazují k využívání referencí pouze autorizovaných a ochraně soukromí zákazníků. Umožňují také odstoupit od smlouvy nebo vrátit zboží. Zakázán je také referenční prodej a prodlužování lhůty dodání zboží.

Etický kodex dále hovoří o zásadních otázkách ve vztahu vůči přímým prodejcům, a to např. jejich nábor, odměňování, zprostředkování důležitých informací o společnosti nebo možnosti uzavírání smluv. Dále se snaží nastolit respekt vůči jejich soukromí, jejich vzdělávání a také podmínky zpětného odkupu či zásob výrobků, které distribuují. Asociace osobního prodeje si je vědoma problémů mezi samotnými společnostmi na trhu a vybízí je k poctivosti ve vzájemném styku, zakazuje nabízení práce prodejcům jiné společnosti a nespravedlivé očerňování konkurenčního podniku (Asociace osobního prodeje 2016).

Závěr ——— České podnikatelské prostředí prochází stále velkou transformací v souvislosti se stanovováním hodnot. Tržní hospodářství v České republice je v porovnání se zeměmi, které nepatřily do Východního bloku a jsou na zkušenosti bohatší a s delší historií tržního hospodářství, stále jen krůček za svou ranou fází. Z toho také vychází postupné uvědomování si nutnosti etického chování, společenské odpovědnosti firem tak, aby byla zachována obchodní partnerství založená na důvěře a prostředí hodnotné pro další generace. Proto je otázka etického chování stále aktuálnější nejen v podnicích svázaných s nadnárodními společnostmi, ale etické problémy a jejich řešení je tématem ryze českých podniků nebo asociací v podnikatelském prostředí. Podniky stále častěji deklarují své pozitivní etické postoje, což se snažil tento článek naznačit. Jaké je však dodržování etických standardů, naplňování vytyčených hodnot?

S ohledem na skandální odhalení v některých retailových řetězcích je naplňování deklarovaných etických standardů přinejmenším diskutabilní. České podnikatelské prostředí i společnost si mnohdy neuvědomuje důsledky neetického chování. Firma deklaruje své postoje, zaměstnanci je při podpisu pracovní smlouvy potvrdí svým podpisem, ale nadále jim nejsou vštěpovány a připomínány, takže povětšinou nejsou následovány. Navíc samotní manažeři nejdou příkladem a dělají mnoho morálních ústupků a chovají se neeticky. Proto otázka dodržování deklarovaného je nasnadě a bylo by zajímavé se jí zabývat s ohledem na charakteristiku business ethics v českém retailu a případné možné návrhy na zlepšení managementu firmy tak, aby standardy byly nejen deklarovány, ale také následovány.

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Kľúčové slová | Key Words ——— etický kodex, etické standardy, podnikatelská etika, společenská odpovědnost firem, retail | *code of conduct, ethical standards, business ethics, corporate social responsibility, retail*

JEL klasifikácia | *JEL classification* ——— M31, M14

Résumé ——— ***Code of conduct in retail***

The paper presents the important role of problem solutions, which are in retail connected to customer and environment protection and social development. The solution of these problems offers Code of Conduct with the declaration of proactive approach to the solution of the ethical problems. Some retail chains follow the interest in society in the strategy of Corporate Social Responsibility. These strategies are an important part of formation of the corporate identity in retail.

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TOO MUCH IS NEVER ENOUGH: THE 2017 CASE OF ROADSIDE BILLBOARDS IN THE CZECH REPUBLIC

On my recent visit to Bratislava, I was enjoying a cup of coffee with my Slovakian friend, while he turned at me at some point: "I know Czech parliamentary elections are coming. What is that for a party, which paid for displaying the Czech national flag on all billboards along main roads?" The last marketing briefs were seeking a degree of decency in the amount, frequency and visual appeal of marketing communications.

Would I have known, that only a few months later such an issue would become a public affair in the Czech Republic. One to the visible divides between the Europe's East and West is still both the amount and quality of outdoor advertising. Estimates go that there are more 25.000 billboards in the Czech Republic, out of which about 12% are along roads and highways and about 30% are illegal constructions.

Already in 2012, the Czech Parliament passed a bill on road safety awarding a 5-year provisional period to advertising agencies, after which all billboards and other large advertisements from the vicinity of main roads and highways were supposed to be dismounted. Billboards further than 250 meters from the highway and 50 meters from the main road could remain standing. In several European countries (incl. Germany, Austria, or Sweden), advertising along main roads is regulated in a similar manner. The provisional time came to an end in August 2017. Billboards, which are not removed by advertisers, will be first covered by the highway safety authority and later dismounted.

Whereas some advertising agencies followed the law and removed their advertising media, others decided to use own marketing weapons and play around. Just days before the provisional period was over, the association of outdoor advertising, established in 2014 by 7 main outdoor advertising agencies, replaced their billboard ads with the Czech national flag claiming that displaying a state symbol cannot be deemed advertising and widely distributed press releases and a media kit across the country. The association created a public affair attempting to prove lawmakers were wrong on several encounters.

As a matter of fact, advertisers had more than five years to stimulate a public debate and in all fairness, they did try on a few occasions in 2015. Similarly, advertisers could have asked courts to take action (as one of the arguments suggested that the new limitation on outdoor advertising limits fair competition). However, hardly it can be socially responsible to cash out income from paid boards and leave the removal to be covered by public authorities.

European Advertising Standards Alliance (EASA), which has local affiliated professional bodies all around Europe (including Slovakia and the Czech Republic) is a self-regulatory organization. Members voluntarily sign up to obey four key principles of responsible advertising: advertising ought to be legal, decent, honest and truthful; ads themselves demonstrate a sense of social responsibility; ads are based on the principles of fair competition; and ads shall not impair public confidence in advertising. Overall, EASA is there to promote better image of advertising as a socially desirable profession. Current public affairs created by Czech outdoor advertisers have most likely violated foundational elements of European advertising and certainly contributed to image of societally useless advertising. Cluttering public space and tarnishing aesthetic value of it are consequences, which professionally confident and skilled advertisers would always try to avoid.

Résumé ——— ***Příliš není nikdy dost: Případ silničních billboardů v České republice v roce 2017***

Již v roce 2012 přijal český parlament novelu zákona o provozu na silničních komunikacích, ve které vyhradil pětileté přechodné období pro provozovatele venkovní reklamy, v němž měly z blízkosti dálnic a hlavních silnic odstranit billboardy. Velká část provozovatelů se na konci přechodné období rozhodla nahradit reklamní sdělení na billboardech českou státní vlajkou s tím, že vystavování státního symbol není reklamou. Jednalo se o vytvoření tzv. public affair, u níž je však otázkou její společenský a etický rozměr, který se stává pro reklamu jakéhokoli druhu a typu stále významnějším prvkem při posuzování vhodnosti a významnosti marketingové komunikace. Při této public affair zřejmě byly porušeny některé samoregulační principy reklamy v evropské prostoru reprezentované Evropskou aliancí pro reklamní standardy, na Slovensku a v ČR pak vždy místně příslušnou Radou pro reklamu.

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OBČIANSKA INICIATÍVA: AJ PES JE NOVOZÁMČAN

Občianska iniciatíva Aj pes je Novozámčan vznikla približne v mesiaci máj 2017 po opakovanej kauze priotrávených psíkov v meste Nové Zámky. Jednalo sa o niekoľko prípadov, kedy občania nahlásili na políciu na ulici pohodené potraviny a tie boli napustené jedom alebo obsahovali malé klince alebo ihly, všetko pre psíkov alebo deti smrteľné nebezpečenstvo. Zaevidované boli aj prípady smrti psíkov po konzumácii takýchto potravín. Táto udalosť veľmi otriasla verejnosťou mesta Nové Zámky. Médium a sprostredkovateľom informácií a kritiky bol facebook, kde si občania mesta Nové Zámky vymieňali názory a žiadali prešetrenie týchto udalostí. Verejnosť sa bála aby ďalšou obeťou neboli priotrávené deti.

Hlavnou iniciátorkou bola občianka Nových Zámkov, ktorá ale dlhodobo žije a pracuje vo Viedni, Miriam Keszegová. Napísala list predstaviteľom mesta o riešení tohto problému. Predstavitelia mesta pán primátor Otakar Klein a pani prednostka Thunde Szekeresova iniciovali stretnutie vybraných občanov k danej problematike. Na stretnutí sa zúčastnili nasledovní participanti: Mestská polícia Nové Zámky, útulok Čiernouško Nové Zámky, chovatelia psov, Slovenská asociácia ochrancov zvierat, médium Castum Novum a vedúca občianskej iniciatívy Ľubomíra Strážovská. Skonštatovali sa mnohé problémy súčasného spolunažívania psíčkarov a nepsíčkarov ako napríklad: neohľaduplné správanie sa psíčkarov, agresivita u nepsíčkarov ku psíkom, nečistenie exkrementov u psíčkarov, týranie psíkov majiteľmi, neplatenie daní za psíkov, ignorancia občanov pri napomenutí od Mestskej polície a mnohé iné. Po dlhej diskusii o problémoch o spolunažívaní psíčkarov a nepsíčkarov sa skonštatovalo, že treba začať predovšetkým vychovávať mladých ľudí a deti. Vštepovať im slušné a ohľaduplné správanie a zodpovednosť za psíka ako aj jeho správanie na verejných priestranstvách voči ostatným psíkom a ľuďom. Z tohto stretnutia vzišli mnohé dobré nápady, ktoré sa plánujú realizovať ako napríklad:

- Začať cielenú prácu s deťmi a mládežou v podobe návštevy základných a stredných škôl.
- Vytvoriť kódex psíčkara a nepsíčkara – ten je už vytvorený ku dňu 30. 8. 2017.
- Vytvoriť informačnú brožúru pre psíčkarov.
- Zabezpečiť postupné prekrytie pieskovísk a detských ihrísk pre zabezpečenie hygieny detí.
- Vytvoriť mapu voľného pohybu psíkov.
- Vytvoriť mapu umiestnenia smetných nádob na psie exkrementy.
- Vytvoriť oplotené venčiace plochy, aj s vodnými nádržkami a preliezkami pre psíkov.

- Umiestniť na nové miesta nové smetné nádoby s vtipnými obrázkami motivujúcimi odhodiť exkrement po psíkovi práve do smetného koša.
- PR kampaň do dvojtýždenníka Castrum Novum a televízneho vysielania Nové Zámky, priebežné články a informovanie verejnosti prostredníctvom vybraných médií.
- Navrhnúť PR kampaň v meste so zameraním na zodpovedné správanie sa psíčkarov – práve na tejto kampani sa zúčastnia študenti Fakulty managementu Univerzity Komenského v Bratislave pod vedením prof. Mgr. Petra Štarchoňa, PhD. a doc. Ing. Mgr. Ľubomíry Strážovskej, PhD.
- Spropagovať aktivity mestského úradu na verejnosť.
- Medializovať kampaň a dohodnuté závery a aktivity.

Termíny na realizovanie jednotlivých aktivít sú od júna 2017 do decembra 2017. Vedúca občianskej iniciatívy zabezpečuje komunikáciu na facebooku a so skupinou Psíčkari Nové Zámky. Niekoľkokrát spustila verejnú kampaň na vytvorenie nových motivujúcich obrázkov, ktoré by inšpirovali psíčkarov aby po svojich psíkoch upratovali. Verejnosť alebo psíčkari majú možnosť nakresliť veselý a motivujúci obrázok, ktorý sa neskôr nalepí na smetnú nádobu. Momentálne beží tretia kampaň kedy verejnosť a psíčkari Nových Zámkov môžu prispieť vlastnými nápadmi k obzvláštneniu smetných košov. Približne v polovici októbra sa budú montovať v meste Nové Zámky nové, veselé a motivujúce smetné koše na psie exkrementy a dúfajme, že budú dostatočne motivujúce na to, aby psíčkari upratovali po svojich psíkoch. U občanov má táto iniciatíva obrovskú odozvu, nakoľko od nej očakávajú zmysluplné investovanie svojich daní za psa do prospešných vecí.

Ďalšou aktivitou je oplotená venčiaca plocha približne v širšom centre mesta, kde sa budú môcť vybehať mestské psíky, kde bude aj studňa a kde budú mať psíky aj hračky a preliezky. Tento areál sa má vybudovať v novembri 2017.

Prvý rozhovor do dvojtýždenníka Castrum Novum pre občanov mesta uskutočnila vedúca občianskej iniciatívy dňa 13.10.2017, ktorým začala sériu rozhovorov o postupnosti napĺňania cieľov vedením mesta Nové Zámky. Pokračovaním bude rozhovor a diskusia o problematike v novozámockej televízii spolu s predstaviteľkou Slovenskej asociácie ochrancov zvierat Deniskou Rečkovou. Nebude sa zabúdať ani na problematiku množiarní a problematiku čierneho obohacovania sa na úkor zdravia zvierat.

Prebehlo tiež fotenie do už spomínaného kódexu psíčkara a nepsíčkara, kde boli fotené psíky Ľubomíry Strážovskej. Fotografie budú ilustrovať písaný text a budú motivovať psíčkarov a nepsíčkarov k pozitívnemu správaniu.

Občania mesta Nové Zámky privítali spomínané aktivity, pretože vidia efektívne využitie svojich daní a pozitívny prístup vedenia mesta Nové Zámky.

TATRY ROZKVITLI UMENÍM A ZÁŽITKAMI

Napriek končiacim letným prázdninám neostalo v Tatrách počas prvého septembrového víkendu prázdno. Práve naopak, mnoho ľudí očakávalo, že práve počas neho rozkvitnú Tatry umením a zážitkami. Aspoň to sľubovali organizátori prvého ročníka hudobného festivalu Tatra Flowers, ktorí čerpali inšpiráciu z podobného festivalu organizovaného v talianskych Dolomitoch.

Súčasťou festivalu boli hudobné koncerty rôznych žánrov: klasickej hudby, tradičného folklóru, jazzu, etna, či modernej alternatívnej hudby; stretnutie so slovenským horolezcom Petrom Hámorom, ktorý tento rok uzatvoril Korunu Himalájí, či filmová projekcia dokumentov z dielne Pavla Barabáša, ktorý sa orientuje na dokumentárne filmy znázorňujúce čaro a jedinečnosť Tatier. Koncerty, stretnutia, projekcie a sprievodný program sa odohrávali na viacerých miestach: na Štrbskom plese, v Tatranskej Lomnici, na Hrebienku, Popradskom plese, Skalnatom plese a Téryho chate.

Prvá oficiálna informácia o konaní podujatia bola zverejnená v máji tohto roku na úvodnej tlačovej konferencii. Vďaka nej sa dostala do médií a bola rozširovaná. Organizátori vytvorili webovú stránku, na ktorej zverejnili informácie o programe, interpretoch, doprave, parkovaní, infocentre, či bezplatnej infolinke.

Propagácii festivalu pomohla aj aktivita na sociálnych sieťach. Organizátori vytvorili na sociálnej sieti stránku pre fanúšikov, vďaka ktorej upozornili na existujúcu webovú stránku. Ďalej počas celého obdobia do uskutočnenia festivalu informovali o programe, prinášali vyjadrenia účinkujúcich, ukážky z nácvikov, informácie o úspechoch účinkujúcich, videá s osobnými pozvaniami od účinkujúcich, jednoducho vďaka svojej stránke pre fanúšikov udržiavali záujemcov neustále informovaných a motivovaných. Krátko pred začiatkom festivalu poskytli návštevníkom všetky potrebné informácie a počas festivalu prostredníctvom tejto stránky upozorňovali na zmeny v programe.

Plusom pre popularitu festivalu bolo bezplatné vstupné na takmer všetky pripravené podujatia. Jediným spoplatneným koncertom bol koncert speváčky Jany Kirschner a ľudového umeleckého kolektívu SĽUK. Avšak predaj lístkov bol dostatočne rozširovaný a podporený akciou dva plus jeden zadarmo.

Vďaka mediálnemu partnerovi RTVS bol festival Tatra Flowers propagovaný v rozhlase, aj v televízii. Vyzdvihnuté bolo spojenie Tatier a umenia realizované na krásnych miestach v horách. Zvolená reklama podčiarkovala umelecké ladenie festivalu.

Organizátori nezabudli ani na predaj reklamných predmetov s logom festivalu. V ponuke boli tričká, tašky, či ponožky a záujemcovia si ich mohli zaobstarať nákupom cez internet, či osobne na festivale.

Propagácia festivalu neskončila prvým septembrovým víkendom. Organizátori sa prihovárajú návštevníkom aj po jeho skončení – prinášajú fotky, videá, či diskusie.

Festival však narazil aj na odporcov. Dôvodom boli koncerty odohrávajúce sa na vysoko položených miestach v horách, ktoré spadajú do vysokého stupňa ochrany prírody, akým je Téryho chata, nachádzajúca sa vo výške 2015 m n. m. Vďaka viacerým stretom v názoroch vzniklo mnoho článkov v novinách, či príspevkov na sociálnych sieťach. Členovia Slovenského ochranárskeho snemu dokonca vyzvali účinkujúcich, aby svoje koncerty počas podujatia zrušili. Vďaka mnohým článkom, ktoré vznikli na podklade týchto ostrých diskusií, sa o chystanom festivale dozvedelo ešte viac ľudí. Ako sa hovorí, aj zlá reklama je reklama.

Či už mal festival Tatra Flowers viac pozitívnych alebo negatívnych účinkov, či boli zvolené miesta koncertov a interpretov správne alebo nie, či majú pravdu organizátori alebo aktivisti, jedno je isté – na prvý ročník bola propagácia podujatia zabezpečená na vysokej úrovni.

TEXT | PETER ŠTARCHOŇ

LOŠŤÁKOVÁ, HANA A KOL., 2017. NÁSTROJE POSILOVÁNÍ VZTAHŮ SE ZÁKAZNÍKY NA B2B TRHU.

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Problematika budovania a riadenia vzťahov so zákazníkmi je tak v marketingovej teórii, ako aj v praxi dlhodobo pertraktovanou a aktuálne je v danej oblasti k dispozícii rozsiahla poznatková báza – čo si plne uvedomuje aj šesťčlenný kolektív plne kompetentných a erudovaných autorov na čele s jeho vedúcou, p. profesorkou Hanou Lošťákovou – avšak v nej nie je „venovaná dostatočná pozornosť tomu, aké nástroje sú na B2B trhoch prospešné pre posilňovanie vzťahov so zákazníkmi v rôznych odvetviach", ako to uvádza už v úvod recenzovanej publikácie. Daný dôvetok tak jednoznačne odhaľuje jej aktuálnosť, význam a inovatívny charakter s citeľnými praktickými konzekvenciami, pričom vlastné ciele publikácie sú sústredené na vymedzenie podstaty strategického marketingu vzťahov so zákazníkmi, jeho vývoj a postavenie v súčasnom (nielen) podnikovom manažmente, na charakteristiku hodnoty pre zákazníka a jej zvyšovania na báze komplexného riešenia jeho potrieb a želaní a na základe integrácie a spolupráce všetkých subjektov hodnotovej siete, na identifikáciu nástrojov posilňovania vzťahov so zákazníkmi na B2B trhoch (primárne pre produkty určené pre výrobnú spotrebu pri použití príkladov vybraných kategórií chemických produktov) a na vymedzenie merania výkonnosti z pohľadu zákazníkov v zmysle súčasti systému merania výkonnosti podniku. Oceniť je pritom možné rozsiahlu poznatkovú bázu (v použitej literatúre sa uvádza úctyhodných 325 zdrojov), ako aj celý rad výsledkov primárnych kvalitatívnych a kvantitatívnych výskumov, o ktoré sa celkové spracovanie publikácie opiera.

Čitateľ v piatich hlavných (i keď možno proporcionálne nie vyvážených, no obsahovo a logicky vhodne členených) kapitolách nájde všetko to, čo správny marketingový manažér rozhodujúci o riadení vzťahov so zákazníkmi na trhu organizácií bude potrebovať. Teoretické fundamenty strategického marketingu vzťahov so zákazníkmi a vývoja marketingu vzťahov v prvých dvoch kapitolách sú nevyhnutnosťou pre plnohodnotné uvedomenie si významu marketingu vzťahov pre prax. V tretej, relatívne útlej, kapitole je vysvetlené vytváranie hodnoty pre zákazníka vďaka spolupráci subjektov hodnotovej siete, a to aj za pomoci príkladu komplexného riešenia potrieb pre zákazníkov pri nákupe chemických produktov. Najrozsiahlejšia časť publikácie – štvrtá kapitola – prezentuje konkrétne nástroje posilňovania vzťahov so zákazníkmi na B2B trhoch.

Šírka sortimentu a kvalita produktov a služieb, partnerský a flexibilný štýl obsluhy zákazníkov, vybavenie a technológia prispôsobujúca sa potrebám zákazníkov, cenová dostupnosť, príťažlivá marketingová komunikácia, špeciálne akcie pre dodávateľov, previazanosť podniku so zákazníkmi a ostatnými stakeholdermi, zákaznícky orientovaná firemná kultúra a štýl vedenia a celková úroveň a reputácia podniku dodávateľa u odberateľov sú podľa autorov monografie kľúčovými nástrojmi posilňovania vzťahov. Každému z nich je venovaná samostatná podkapitola, v rámci ktorej je, na pozadí praktických príkladov chemických produktov určených pre výrobnú spotrebu, detailne vysvetlená ich podstata. Dané nástroje sú považované za propozície hodnoty pre zákazníka, ktoré je v kontexte posilňovania vzťahov potrebné v podnikoch dodávateľov (výrobcov i distribútorov) rozvíjať. Menšiu výhradu je možné vzniesť voči absencii uvádzania celkového počtu respondentov zahrnutých do výskumu pri jednotlivých príkladoch, čo však nie je nevyhnutnosťou (navyše charakteristika respondentov bola uvedená už v úvode práce), či voči uvádzaniu príkladov výhradne z oblasti chemického priemyslu. Prácu je však v danom kontexte potrebné vnímať aj ako metodický návod realizácie či už kvalitatívneho alebo kvantitatívneho výskumu orientovaného na identifikáciu významu jednotlivých nástrojov aj v iných podnikateľských subjektoch, mimo chemického odvetvia.

Posledná kapitola práce je venovaná výkonnosti marketingu vzťahov jednak z pohľadu výkonnosti podniku, ako aj z pohľadu zákazníka a možnostiam merania v marketingu vzťahov. Autori akcentujú multidimenzionálny systém merania výkonnosti podniku, pričom v prípade merania výkonnosti z pohľadu zákazníkov na B2B trhu poukazujú na stanovenie vnímanej hodnoty pre jednotlivých zákazníkov a na znalosť podniku, jeho značky a produktov, preferencie ponuky, nákupné zámery jednotlivých zákazníkov, ich spokojnosť, retenciu a lojalitu.

Monografia ako celok prináša inšpiratívne podnety zamerané na posilňovanie vzťahov so zákazníkmi nad tradičný rámec budovania a riadenia vzťahov so zákazníkmi na spotrebiteľských trhoch, prínosnou je, popri vedeckom rozmere, aj jej odborná stránka a silný aplikačný potenciál, je taktiež využiteľná v rámci výučby marketingu a marketingového manažmentu na manažérskych študijných programoch. Čitatelia by si však mali byť vedomí skutočnosti, že pre jej plnohodnotné pochopenie sú znalosti základných marketingových postulátov nevyhnutné.

DICTIONARY OF USEFUL MARKETING TERMS I

industry | ***priemysel*** ——— The automotive industry has shown rises in output. | *Automobilový priemysel zaznamenal nárast produkcie.*

inelastic demand | ***neelastický dopyt*** ——— The most famous example of relatively inelastic demand is that for gasoline. | *Najznámejším príkladom relatívne neelastického dopytu je benzín.*

inelastic supply | ***neelastické zásobovanie*** ——— Inelastic supply can be observed in the shipping industry. | *Neelastické zásobovanie môžeme pozorovať v odvetví lodnej dopravy.*

inflation | ***inflácia*** ——— In 2017, the average inflation is 1.01% in Slovakia. | *V roku 2017 je priemerná inflácia na Slovensku 1,01%.*

inflationary | ***inflačné*** ——— During a period of rising inflation, revenues can be the result of inflationary pressure rather than managerial skills. | *Počas obdobia rastúcej inflácie môžu byť príjmy výsledkom inflačného tlaku, a nie manažérskych zručností.*

influence | ***vplyv*** ——— British economist John Maynard Keynas shook up the dominant framework of classical economics and still continues to influence both economic and fiscal policy for Western governments. | *Britský ekonóm John Maynard Keynes otriasol dominantným rámcom klasickej ekonómie a naďalej ovplyvňuje hospodársku a fiškálnu politiku západných vlád.*

influencer | ***ovplyvňovateľ*** ——— Cultural and creative industries have already become important motivators and influencers of the economy. | *Kultúrne a kreatívne odvetvia sa už stali dôležitými motivátormi a ovplyvňovateľmi hospodárstva.*

inform | ***informovať*** ——— We regret to inform you that your job application has been rejected. | *S ľútosťou Vám oznamujeme, že Vaša žiadosť o zamestnanie bola zamietnutá.*

informant | ***informátor, zdroj*** ——— So far only one informant has said that he never watches the program. | *Zatiaľ iba jeden zdroj uviedol, že program nepozerá.*

information | ***informácia*** ——— Please feel free to write to our Marketing Department for further information. | *Neváhajte požiadať naše marketingové oddelenie o ďalšie informácie.*

information and communication technologies | ***informačné a komunikačné technológie*** ——— Information and communication technologies enable us to keep in touch worldwide. | *Informačné a komunikačné technológie nám umožňujú byť v kontakte s celým svetom.*

information management | ***informačný manažment*** ——— Good information management involves effective acquiring, recording, organizing, storing, distributing, and retrieving information. | *Dobré riadenie informácií zahŕňa efektívne získavanie, zaznamenávanie, organizovanie, ukladanie, distribúciu a získavanie informácií.*

information office | ***informačná kancelária*** ——— An Information Office of the European Parliament can be found in every member state. | *Informačná kancelária Európskeho parlamentu sa nachádza v každom členskom štáte.*

information officer | **informačný pracovník** ——— Information officers have a variety of job duties, but written and verbal communication is significant. | *Informační pracovníci majú rôzne pracovné povinnosti, ale písomná a ústna komunikácia je podstatná.*

information retrieval | ***získavanie informácií*** ——— The book deals with modern ways of information retrieval. | *Kniha sa zaoberá modernými spôsobmi získavania informácií.*

information systems | ***informačné systémy*** ——— The company is looking for information systems graduates. | *Spoločnosť hľadá absolventov informačných systémov.*

infrastructure | ***infraštruktúra*** ——— The country's improved infrastructure attracted foreign investments. | *Zlepšená infraštruktúra krajiny prilákala zahraničné investície.*

ingredient | ***prísada*** ——— Salt is an important nutrient and cooking ingredient. | *Soľ je dôležitá živina a zložka varenia.*

inherit | ***zdediť*** ——— Jim inherited the family business from his father. | *Jim zdedil rodinný podnik od svojho otca.*

inheritance | ***dedičstvo*** ——— He began his own business with the inheritance he got from his grandmother. | *Otvoril si svoj vlastný obchod s dedičstvom, ktoré dostal od svojej babičky.*

inheritance tax | ***dedičská daň*** ——— New rules concerning inheritance tax will take effect soon. | *Nové pravidlá týkajúce sa dedičskej dane čoskoro nadobudnú účinnosť.*

inhibit | ***potlačiť, blokovať*** ——— Fear can inhibit people from expressing their opinion. | *Strach môže brániť ľuďom, aby vyjadrili svoj názor.*

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initial | ***počiatočný*** ——— Your company has resolved my initial complaint. Now I am having another problem. | *Vaša spoločnosť vyriešila moju počiatočnú sťažnosť. Teraz mám ďalší problém.*

initial offer | ***počiatočná ponuka*** ——— The initial offer for the project was €12 million. | *Pôvodná ponuka na projekt bola 12 miliónov EUR.*

initial price | ***počiatočná cena*** ——— The initial price for the car was rather high. | *Počiatočná cena auta bola pomerne vysoká.*

initialize | ***začať, zahájiť, inicializovať*** ——— These parameters are used to initialize the IP routing table. | *Tieto parametre sa používajú pri zahájení smerovacej IP tabuľky.*

initiative | ***iniciatíva*** ——— Several leading companies took the initiative and established an association. | *Niekoľko vedúcich spoločností prevzalo iniciatívu a založilo združenie.*

injure | ***zraniť, poraniť, poškodiť*** ——— Negative comments on social networks could seriously injure the company's reputation. | *Negatívne komentáre na sociálnych sieťach by mohli vážne poškodiť reputáciu spoločnosti.*

injury | ***zranenie, poranenie*** ——— The organization has to insure its employees against injuries at work. | *Organizácia musí poistiť svojich zamestnancov proti pracovným úrazom.*

inkjet printer | ***atramentová tlačiareň*** ——— Also inkjet printers can produce exceptional photos. | *Aj atramentové tlačiarne dokážu vyprodukovať výnimočné fotografie.*

inland | ***vnútrozemie, vnútrozemský*** ——— Inland ports have a positive impact on the environment. | *Vnútrozemské prístavy majú pozitívny vplyv na životné prostredie.*

Inland Revenue | ***daňový úrad v Spojenom kráľovstve*** ——— The government department in the UK that is responsible for collecting taxes is called Inland Revenue. | *Orgán vlády Spojeného kráľovstva, ktorý je zodpovedný za výber daní, sa nazýva "Inland Revenue".*

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