

MARKETING

SCIENCE

& INSPIRATIONS

VÝSKUMNÉ PRÁCE | RESEARCH PAPERS

- 2

Karina Burgdorff Porsborg Jensen, Camilla Valbak-Andersen, Lars Funck Kristensen

Co-creating sales management curricula with practitioners – insights on competencies for future sales managers. Part II.

Spoluvytváranie učebných osnov riadenia predaja s odborníkmi z praxe – poznatky o kompetenciách budúcich manažérov predaja. Časť II.
- 8

Nelson B. Guillen Jr.

Online masters degree: Analyzing the accessibility of international education in the Philippines – A global marketing perspective. Part I.

Online magisterský titul: Analýza dostupnosti medzinárodného vzdelávania na Filipínach – perspektíva globálneho marketingu. Časť I.
- 19

Viktorie Kováříková, Zuzana Dzilská, František Pollák

Effective marketing mix of a manufacturing company in the context of sustainability and competitiveness

Efektívny marketingový mix výrobné spoločnosti v kontexte udržateľnosti a konkurencieschopnosti
- 33

Asma Boukhaoua, Fares Habbache, Maouahib Zerouati

The adoption of relationship marketing in rated hotels: An importance-performance analysis in Setif, Algeria

Zavedenie marketingu vzťahov v hodnotených hoteloch: Analýza dôležitosť-výkonnosť v meste Setif v Alžírsku

MARKETING BRIEFS

- 54

Pavel Štrach

Could marketing cause brain rot?

Může marketing způsobit rozklad mozku?

ZAÚJALO NÁS | SHORT COMMUNICATIONS

- 56

Súťaž EFFIE Awards Slovakia 2024 má víťazov

EFFIE Awards Slovakia 2024 contest has its winners
- 58

Česi a reklama 2025

Czechs and advertising 2025

DICTIONARY OF USEFUL MARKETING TERMS

- 64

Dagmar Weberová

Marketing Science & Inspirations — Vedecký časopis zameraný na problematiku marketingu a marketingového manažmentu. | *Scientific journal is aimed at the area of marketing and marketing management.*

Ročník XX, 2025, číslo 1 | Volume XX, 2025, Number 1

Dátum vydania | Date of Issue — Apríl 2025 | *April 2025*

ISSN 1338-7944

Registračné číslo MK SR | Registration Number — EV 3360/09

Periodicita: štyri riadne vydania | Periodicity: four periodical issues

Vydavateľ a adresa redakcie | Publisher and Address of Editor — Univerzita Komenského v Bratislave, Fakulta

managementu, Odbojárov 10, P. O. Box 95, 820 05 Bratislava 25, Slovensko/Slovakia | tel.: **421 (2) 90 21 2003

e-mail: redakcia@mins.sk | www.mins.sk, msijournal.com Časopis je vydávaný v spolupráci so ŠKODA AUTO

VYSOKÁ ŠKOLA o. p. s., Mladá Boleslav, Česká republika | *The journal is published in co-operation with ŠKODA AUTO*

VYSOKÁ ŠKOLA o. p. s., Mladá Boleslav, Czech Republic

IČO vydavateľa | Publisher Id Number — 00 397 865

Redakčná rada | Editorial Board — Predseda | *Editor-In-Chief:* Peter Štarchoň | *Členovia | Members:* Radim Bačuvčík,

Gabriela Pajtinková Bartáková, Viera Cibáková, Bogusława Dobek-Ostrowska, Miroslav Foret, Marie Hesková, Elena

Horská, Chinnappa Jayachandran, László Józsa, Martina Juříková, Vanda Lieskovská, Štefan Majtán, Andrej Miklošík,

Theodor Valentin Purcarea, Patricia L. Rees, Magdaléna Samuhelová, Jaroslav Světlík, Róbert Štefko, Peter Štetka,

Pavel Štrach, Hans van der Velden

Grafická úprava | Graphic Design — Martina Figusch Rozinajová

Jazyková úprava | Editing — Miloslav Vojtech & Dagmar Weberová

Tlač | Printer — DMC, s. r. o.

Hlavný sekretár | Secretary-General — František Olšavský

Cena za číslo | Price Per a Piece — 10,50 EUR

Objednávky a predplatné | Orders and Subscription — redakcia@mins.sk

Vedecké príspevky sú recenzované anonymne dvomi nezávislými recenzentmi. Pokyny pre autorov sú zasielané na vyžiadanie. Za obsah a jazykovú úpravu jednotlivých príspevkov zodpovedajú autori. | *Scientific contributions are reviewed anonymously by two independent reviewers. Contribution instructions are provided upon request. Authors are responsible for the content of particular articles.*

| Všetky príspevky uverejnené v tomto časopise sú licencované podľa Creative Commons Attribution 4.0 International License: Attribution-NoDerivatives 4.0 International License (CC BY-ND 4.0). | *All articles published in this journal are licensed under the Creative Commons Attribution 4.0 International License: Attribution-NoDerivatives 4.0 International License (CC BY-ND 4.0).*

| *Articles from the journal Marketing Science & Inspirations will be discoverable through EBSCOhost research databases, ERIH PLUS, Ulrichsweb (Ulrich's Periodicals Directory), EconBiz and Google Scholar.*



Články z časopisu Marketing Science & Inspirations bude možné vyhľadať prostredníctvom výskumných databáz EBSCOhost, ERIH PLUS, Ulrichsweb, EconBiz a Google Scholar. | *Articles from the journal Marketing Science & Inspirations will be discoverable through EBSCOhost research databases, ERIH PLUS, Ulrichsweb (Ulrich's Periodicals Directory), EconBiz and Google Scholar.*



www.linkedin.com/company-beta/18012483

CO-CREATING SALES MANAGEMENT CURRICULA WITH PRACTITIONERS – INSIGHTS ON COMPETENCIES FOR FUTURE SALES MANAGERS. PART II.

The dynamic field of sales is experiencing a transformation, necessitating a nuanced approach to sales management education. Sales managers must adeptly navigate operational and leadership challenges in a landscape marked by advanced technology, evolving generational expectations, and seismic geopolitical shifts. This research employs an exploratory workshop methodology to identify the core competencies required of future sales managers, aiming to bridge the gap between academic rigor and industry relevance. Through the engagement of 20 industry professionals, the study delves into comprehending the multifaceted role of sales managers, who are often catapulted from successful sales roles into managerial positions without pertinent leadership training. The findings underscore the necessity for a curriculum that harmonizes practical skill sets with theoretical groundwork while prioritizing personal traits such as ethical conduct and resilience. The study recognizes the challenges posed by globalization, compliance demands, and generational diversity in the workforce, revealing that while market understanding and customer insights remain vital, the effective management of internal and external environmental changes is crucial for future-oriented sales leadership. The proposed curriculum, derived from workshop insights, reflects a synthesized perspective tailored to contemporary sales management exigencies with direct implications for the industry. Limitations due to the focus group size and geographic scope signal the need for more extensive research, including diverse stakeholder viewpoints, to enrich the education paradigm for aspiring sales leaders.

6 Results — Based on the workshop, several insights about future demands for sales managers were uncovered.

Future sales manager characteristics — The workshop determined that the most crucial characteristic of a sales manager for the future, from a practitioner perspective, can be summed up by four themes: 1) Leadership and wellbeing, 2), 3) and 4)

Leadership style and wellbeing — The first theme centers around the leadership style and well-being of the employees. Among the characteristics mentioned for future sales managers, there was a great emphasis on Empathy and emotional intelligence, especially the ability to create a psychologically safe and trusting en-

vironment in which there is room for the empowerment of the employees and significant autonomy for the sales team. Also, according to the practitioners, creating purpose and meaning in the team is vital. Finally, creating room for work-life balance is essential. This indicates that the role of the sales manager is evolving towards a different role, in which the focus is not only on achieving sales targets but also on creating a positive work environment and supporting the well-being of the sales team, which is in alignment with a current stream in selling and sales management literature focusing on wellbeing and stress or burnout in sales organizations Dugan et al. (2023), Hartman et al. (2023), Hartman and Lussier (2020). This is a significant change in focus in sales management and will require sales managers to develop these skills. These sales managers will need to shift their focus away from simply driving sales targets and towards creating a positive work environment, supporting the wellbeing of their salespeople. They must be empathetic, emotionally intelligent, and capable of creating a psychologically safe and trusting environment.

Shifting focus from KPIs, targets, and commissions to meaning, purpose, and empowerment — The second theme identified is centered around shifting the focus of sales managers from key performance indicators, targets, and commissions to meaning, purpose, and empowerment. This means that future sales managers should prioritize creating a sense of meaning and purpose in the work of their sales team members rather than solely focusing on hitting financial targets. They should empower their sales team by giving them autonomy and the freedom to make decisions, fostering a sense of ownership and accountability. Additionally, this shift in focus requires sales managers to develop a new set of skills, such as active listening and effective communication, to understand better and meet their sales team members' individual needs and aspirations. The practitioners highlight the importance of courage in leadership and the ability of the sales manager to create a vision, inspire their team towards that vision, and make the necessary decisions, even when it is complex and controversial. (Longenecker et al. 2014). Finally, ensuring that all team members are onboard and included in the team is an essential task for the sales manager.

Facilitating teamwork and learning — The third theme that emerged is the importance of facilitating teamwork and fostering a culture of continuous learning within the sales organization (Rangarajan et al. 2021). Sales managers must prioritize creating a collaborative and supportive team environment where individuals can learn from each other and grow together (Longenecker et al. 2014). The practitioners mentioned this as an essential component in sales management. Specifically, the practitioners emphasized the need for sales managers to encourage knowledge sharing and that the sales management should become a trusted sparring partner to their salespeople, working alongside them as partners in achieving their goals. On an individual level, the sales manager must support dedicated salespeople and make sure there is room for failure, learning from mistakes, and personal development. Finally, the sales manager must secure room for innovation and initiative from salespeople.

Clear, concise communication skills and transparency — The fourth theme is clear communication. The practitioners emphasized transparency and chose to inform and include salespeople by sharing information. This includes providing clear expectations, objectives, and feedback, as well as keeping sales team members informed about changes in the organization or industry that may impact their jobs.

Contemporary sales management challenges — The co-creation session included questions on the current significant challenges in sales management. These challenges focus primarily on leader competencies and prioritization of time and resources. While this has always been a significant focus for sales managers, the practitioners highlighted three specific challenges that are particularly relevant in the current business environment.

Leader prioritization and competences — A significant concern for the participants in the workshop is that sales managers need to effectively prioritize their time and resources to address the evolving needs and challenges of the sales organization (Rangarajan et al. 2021). Practitioners claim that sales managers often have multiple responsibilities and tasks competing for their attention, such as managing sales performance, coaching and developing the sales team, and aligning with strategy. Moreover, while all tasks are essential, the practical everyday operations of selling, such as budgeting, managing, and having meetings, seem more dominant than leadership tasks, such as creating and managing the work environment and supporting the individual salesperson. This is, according to the participants, probably due to the fact that great salespeople are typically promoted to sales managers. While they might be excellent and competent salespeople, there are no guarantees that the most excellent salespeople are great sales managers and leaders. In short, there seems to be a great deal of lacking competencies in the leadership aspects of the job. So, while these managers understand the sales process and how to become great salespeople, they might be unable to lead others. This creates a situation in which some sales managers might choose to focus on what they are already good at, and this creates an uneven focus on selling operations instead of leading the organization. Also, the constantly increasing load of tasks and responsibilities, as the tasks are accumulative, means that the new and future sales managers must comply with the abovementioned tasks and traditional tasks. This creates a situation in which it becomes complex and difficult to prioritize. While becoming a true leader is more necessary than ever, there seem to be difficulties.

Changes in society and environment — Another very contemporary and prevailing issue is that of new generations entering the job market. Generation Z has new and different priorities and expectations for their sales manager, which creates friction between managers and their employees.

Geopolitical issues are also a significant concern. At the same time, the global covid-19 pandemic has already been heavily researched regarding its influence on selling and sales management, e.g., the rapid acceleration of technology that followed, along with a fundamental change in buying preferences. Other geopolitical issues, such as the 2008 economic crisis and the current war in Ukraine, have signif-

icantly impacted sales and sales management practices. Likewise, the 2023 supply-chain crisis has been a significant factor. These changes significantly challenge and shock sales organizations.

Compliance and Internal issues in the sales organization — Internally, sales organizations are facing an increasing demand for compliance with regulations on data protection, sustainability, and risk management, which also creates challenges in sales operations.

Market and customer understanding — It is understanding the market and customers. Including the buying journey and purchasing decision-making is a critical factor in successful selling and sales management, and while this is not new by any standards, in further research or practice, it continues to be an issue for many companies.

Traits of the future sales manager — As part of the workshop, the practitioners were able to pinpoint critical personal traits in future sales managers. These included being engaged, structured, action-oriented, and having good values. Specifically, the practitioners emphasized ethical and moral behavior and being able to do the right thing in challenging circumstances. While these are essential traits, they are also potentially complex to „teach“ and put in a curriculum.

7 Conclusion — Bridging the rigor vs. relevance gap in developing the curriculum. The above insights offer a range of relevant topics to consider when developing a sales manager curriculum. Translating the results into the curriculum requires bridging the rigor and relevance gap. Not all the identified themes and traits desirable for the future sales manager are equally teachable. There is a need to balance the inclusion of rigorous academic content with practical and applicable knowledge to meet the demands of the sales industry. This includes a sharp prioritization and further development from education in translating insights into curricula. In this case, we have developed a range of courses based on the insights. These courses and the program include the aspects warranted by the workshop.

8 Discussion and future research — This study is a single case study with one co-creative workshop in one country with 20 participants. This means that the results are indicative of those 20 people's opinions. Also, the framing for the workshop was to determine what competencies and abilities future sales managers should possess in order to develop a new solid curriculum for part-time education. The participants all signed up based on an invitation, suggesting that they were already interested in and aware of the need for a change in sales management teachings moving forward. The limitations of this study include its small sample size, limited geographical scope, and potential bias in participant selection. Future research could expand the sample size and geographical scope to include a more diverse range of participants from different industries and countries. Furthermore, conducting follow-up studies to assess the effectiveness of implementing the suggested changes in sales management education would provide valuable insights for further improvements.

Additionally, the study focused on the perspective of sales managers and did not include input from other stakeholders such as salespeople, students, customers, or industry experts. Future research could benefit from including the perspectives of these stakeholders to provide a more comprehensive understanding of the competencies and abilities needed for sales managers in the future.

END OF PART II.

Literatúra | List of References — [1] Alavi, S. and Habel, J., 2021. The human side of digital transformation in sales: Review & future paths. In: Journal of Personal Selling and Sales Management. 2021, 41(2), 83-86. ISSN 0885-3134. Available at: <https://doi.org/10.1080/08853134.2021.1920969> | [2] Antonovsky, A., 1987. Unraveling the mystery of health: How people manage stress and stay well. San Francisco: Jossey-Bass, 1987. ISBN 1555420281. | [3] Bages-Amat, A., Harrison, L., Spillane, D. and Stanley, J., 2020. These eight charts show how COVID-19 has changed B2B sales forever. McKinsey, 2020. [online]. [cit. 2024-01-30]. Available at: <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Marketing%20and%20Sales/Our%20Insights/These%20eight%20charts%20show%20how%20COVID%2019%20has%20changed%20B2B%20sales%20forever/These-eight-charts-show-how-COVID-19-has-changed-B2B-sales-forever.pdf?shouldIndex=false%20%20%20%20%20%20Why> | [4] Barrett, F. J., 2012. Yes to the mess: Surprising leadership lessons from jazz. Boston MA: Harvard Business Review Press, 2012. ISBN 9781422161104. | [5] Barrett, F. J., Peplowski, K., 1998. Minimal structures within a song: An analysis of „All of me“. In: Organizational Science. 1998, 9(5), 558-560. ISSN 1526-5455. | [6] Boluk, K. A., Muldoon, M. L. and Johnson, C. W., 2019. Bringing a politics of hope to the tourism classroom: Exploring an integrated curriculum design through a creative and reflexive methodology. In: Journal of Teaching in Travel & Tourism. 2019, 19(1), 63-78. ISSN 1531-3239. Available at: <https://doi.org/10.1080/15313220.2018.1560532> | [7] Bongers, F. M., Schumann, J. H. and Schmitz, C., 2021. How digital sales channels affect salespeople in business-to-business contexts: A qualitative inquiry. In: Journal of Personal Selling & Sales Management. 2021, 41(2), 150-166. ISSN 0885-3134. Available at: <https://doi.org/10.1080/08853134.2021.1906260> | [8] Bovill, C. and Woolmer, C., 2019. How conceptualizations of the curriculum in higher education influence student-staff co-creation in and of the curriculum. In: Higher Education. 2019, 78(3), 407-422. ISSN 1573-174X. Available at: <https://doi.org/10.1007/s10734-018-0349-8> | [9] Brown, B., 2018. Dare to lead – brave work. Tough conversations. Whole hearts. Random House Publishing Group, 2018. ISBN 9780399592522. | [10] Cravens, D. W., 2012. Achieving sales organization effectiveness. In: The Oxford handbook of strategic sales and sales management. Oxford University Press, 2012, 77-121. ISBN 9780191724886. | [11] Dreyfus, H. L., 1992. What computers still cannot do: A critique of artificial reason. Cambridge M: MIT Press, 1992. ISBN 0262041340. | [12] Janis, I., 1971. Groupthink. In: Psychology today magazine. Ziff-Davis Publishing Company. | [13] Johnston, M. W., 2012. Training and rewards. In: The Oxford handbook of strategic sales and sales management. Oxford University Press, 2012, 224-252. ISBN 9780191724886. | [14] Johnston, M. W. and Marshall, G. W., 2022. Sales force management: Leadership, innovation, technology. New York, NY: Routledge, 2022. ISBN 978-0-367-68206-4. | [15] Miller, M. C., Boluk, K. and Johnson, C. W., 2019. 'Lift off!': Employing an integrated curriculum design to increase student, faculty, and community engagement. In: Journal of Hospitality, Leisure, Sport & Tourism Education. 2019, 25, 100203. ISSN 1473-8376. Available at: <https://doi.org/10.1016/j.jhlste.2019.100203> | [16] Nielson, B., Barberi-Weil, M. and Border, T., 2021. Sales education and philanthropy: The U.S. sales curriculum transcends boundaries and elevates employability and income levels in Latin America. In: Journal of Education for Business. 2021, 96(2), 120-126. ISSN 0883-2323. Available at: <https://doi.org/10.1080/08832323.2020.1751024> | [17] Schäfer, B., Caemmerer, B. and Fuchs, L. C., 2023. Crisis initiated changes in the business model of small and medium enterprises: An abstract. In: Developments in Marketing Science: Proceedings of the Academy of Marketing Science, Springer, 2023, 217-218. ISBN 978-3-031-24687-6. Available at: <https://doi.org/10.1007/978-3-031-24687-6_85> | [18] Spiller, L. D., Kim, D.-H. and Aitken, T., 2020. Sales education in the United States: Perspectives on curriculum and teaching practices.

In: Journal of Marketing Education. 2020, 42(3), 217-232. ISSN 1552-6550. Available at: <https://doi.org/10.1177/0273475319852756> | [19] Taylor, C. A. and Bovill, C., 2018. Towards an ecology of participation: Process philosophy and co-creation of higher education curricula. In: European Educational Research Journal. 2018, 17(1), 112-128. ISSN 1474-9041. Available at: <https://doi.org/10.1177/1474904117704102> | [20] The Future of sales in 2025: A gartner trend insight report. 2020. [online]. [cit. 2024-01-30]. Available at: <https://www.gartner.com/en> | [21] Weick, K. E., 1995. Sensemaking in organizations. Thousand Oaks: Sage Publications, 1995. ISBN 9780803971769. | [22] Weick, K. E., 1998. Introductory essay: Improvisation as a mindset for organizational analysis. In: Organization Science. 1998, 9(5), 543-555. ISSN 1526-5455. | [23] Zoltners, A. A., Sinha, P. and Lorimer, S. E., 2012a. Sizing the sales force and designing sales territories for results. In: The Oxford handbook of strategic sales and sales management. Oxford University Press, 2012. ISBN 9780191724886. | [24] Zoltners, A. A., Sinha, P. and Lorimer, S. E., 2012b. We are structuring the sales force for customer and company success. In: The Oxford handbook of strategic sales and sales management. Oxford University Press, 2012, 131-173. ISBN 9780191724886.

Kľúčové slová | Key Words — sales management, competencies, management education, curriculum | *riadenie predaja, kompetencie, vzdelávanie manažérov, učebné osnovy*

JEL klasifikácia | JEL Classification — M12, M31

Résumé — **Spoluvytváranie učebných osnov riadenia predaja s odborníkmi z praxe – poznatky o kompetenciách budúcich manažérov predaja. Časť II.**

Dynamická oblasť predaja prechádza transformáciou, ktorá si vyžaduje diferencovaný prístup k vzdelávaniu v oblasti riadenia predaja. Manažéri predaja sa musia obratne orientovať v prevádzkových a riadiacich výzvach v prostredí poznačenom pokročilými technológiami, vyvíjajúcimi sa generačnými očakávaniami a seizmickými geopolitickými zmenami. Tento výskum využíva metódi- ku prieskumného workshopu na identifikáciu kľúčových kompetencií požadovaných od budúcich manažérov predaja s cieľom pre- klenúť priepasť medzi akademickým opodstatnením a relevantnosťou pre priemysel. Prostredníctvom zapojenia 20 odborníkov z odvetvia sa štúdia zaoberá pochopením mnohostrannej úlohy manažérov predaja, ktorí sú často katapultovaní z úspešných pozí- cií predajcov do manažérskych pozícií bez relevantného vodcovského vzdelania. Zistenia zdôrazňujú potrebu učebných osnov, kto- ré zosúladujú praktické zručnosti s teoretickými základmi a zároveň uprednostňujú osobnostné vlastnosti, ako je etické správanie a odolnosť. Štúdia pracuje s výzvami, ktoré predstavuje globalizácia, požiadavky na dodržiavanie predpisov a generačná rozma- nitosť pracovnej sily, a odhaľuje, že hoci pochopenie trhu a prehľad o zákazníkoch zostávajú životne dôležité, pre vedenie predaja orientovaného na budúcnosť, je rozhodujúce efektívne riadenie zmien vnútorného a vonkajšieho prostredia. Navrhovaný učebný plán, odvodený z poznatkov z workshopov, odráža syntetickú perspektívu prispôbenú súčasným požiadavkám riadenia predaja s priamymi dôsledkami pre toto odvetvie. Obmedzenia vyplývajúce z veľkosti cieľovej skupiny a geografického rozsahu signalizu- jú potrebu rozsiahlejšieho výskumu, vrátane rôznych pohľadov zainteresovaných strán, s cieľom obohatiť paradigmu vzdelávania pre začínajúcich vedúcich pracovníkov v oblasti predaja.

Kontakt na autorov | Address — Karina Burgdorff Porsborg Jensen, University College of Northern Denmark, Sofiendalsvej 60, 9000 Aalborg, Denmark, e-mail: KBJE@ucn.dk
Camilla Valbak-Andersen, University College of Northern Denmark, Sofiendalsvej 60, 9000 Aalborg, Denmark, e-mail: CAV@ucn.dk
Lars Funck Kristensen, University College of Northern Denmark, Sofiendalsvej 60, 9000 Aalborg, Denmark, e-mail: LAFU@ucn.dk

Recenzované | Reviewed — 15. March 2024 / 30. March 2024

ONLINE MASTER'S DEGREE: ANALYZING THE ACCESSIBILITY OF INTERNATIONAL EDUCATION IN THE PHILIPPINES – A GLOBAL MARKETING PERSPECTIVE. PART I.

This systematic review investigates the accessibility of online master's degree programs in the Philippines through a global marketing lens. Despite the growing prevalence of digital education in international higher education, significant gaps remain in understanding accessibility challenges in developing economies. Through a structured analysis of 40 elusive peer-reviewed articles (2015-2023), this study evaluates five key accessibility factors: technological infrastructure, affordability, institutional reputation, cultural relevance, and marketing strategies. The research integrates Technology Acceptance Model, Diffusion of Innovation, and Community of Inquiry frameworks to develop a multidimensional understanding of accessibility barriers. Findings reveal persistent digital divides, particularly in rural areas (where connectivity reaches only 30-45% of urban levels), and demonstrate how targeted marketing strategies can address these barriers. The COVID-19 pandemic has accelerated digital transformation while exposing infrastructure limitations and readiness gaps. This research contributes a multi-dimensional accessibility framework integrating technological, economic, cultural, and marketing dimensions, providing actionable insights for higher education institutions, policymakers, and global education marketers seeking to enhance accessibility in developing economies like the Philippines.

1 Introduction — Digital transformation has fundamentally reshaped global higher education, establishing online learning as a significant alternative to traditional instruction. Online master's programs have gained prominence by offering flexible, accessible educational pathways across geographical boundaries. These programs present unique opportunities and challenges in developing economies like the Philippines. This systematic review examines the accessibility of online master's programs in the Philippines through a global marketing lens, analyzing how international institutions design and market their offerings to Filipino learners.

Higher education institutions (HEIs) increasingly expand their reach through digital platforms to serve students from diverse socioeconomic backgrounds (Altbach et al. 2019; Mok 2016). In the Philippines, online education addresses barriers of cost, location, and inflexible schedules (Malbas et al. 2023). However, challenges, including digital inequality, infrastructure limitations, and cultural misalignment,

necessitate an analysis of how marketing strategies influence accessibility in this context.

This paper synthesizes existing literature to identify key factors affecting the accessibility of online master's programs in the Philippines. By examining the interplay between global marketing approaches, institutional offerings, and Filipino learners' unique characteristics, this research develops a multidimensional framework for stakeholders. The findings contribute to creating inclusive and effective marketing practices for HEIs, policymakers, and others in the online education ecosystem.

1.1 Research gap and problem statement — Despite the increasing global adoption of online education, a significant gap remains in understanding how these programs address learners' unique challenges and needs in developing countries like the Philippines. While global marketing strategies are instrumental in expanding the reach of online master's degree programs, limited research explores how these strategies are tailored to align with the socioeconomic, cultural, and technological context of Filipino learners (Ortiga 2018; Symaco and Tee 2019). Furthermore, most existing studies focus on the broader impact of online education without delving into the specific barriers and opportunities in accessing international programs from a localized perspective (Zuhairi et al. 2020; Reyes and Gopinathan 2015).

The COVID-19 pandemic has expedited the proliferation of online learning, enabling higher education institutions (HEIs) to rapidly adopt digital transformation (Toquero 2020; Jeong et al. 2024). However, this shift also exposed significant disparities in digital infrastructure, internet accessibility, and digital literacy in the Philippines, further highlighting learners' challenges in accessing quality online education (Aristovnik et al. 2020; Alipio 2020). While technological advancements such as learning management systems (LMS) and digital platforms like Canvas and Zoom have been widely adopted, their effectiveness in bridging educational inequalities remains underexplored (Joaquin et al. 2020; Cuaton, 2020).

Another critical gap lies in the transition from massive open online courses (MOOCs) to full-fledged online degree programs offered by traditional universities, particularly in the Philippine context (Hayashi et al. 2020). Although MOOCs have paved the way for online education, the increasing prevalence of structured, university driven programs raises questions about scalability, sustainability, and inclusivity in meeting the needs of diverse learners (Kanwar and Carr 2020; Fung et al. 2022). This paper seeks to address these gaps by systematically reviewing the current state of online master's degree programs in the Philippines. Specifically, it examines the following:

- | 1. The extent to which global marketing strategies consider the Philippines' unique cultural, economic, and technological landscape.
- | 2. The challenges and opportunities associated with the digital transformation of Philippine HEIs, particularly in offering internationally recognized online programs.
- | 3. The role of policy, technological infrastructure, and marketing in enhancing the accessibility of online master's degree programs.

By addressing these gaps, this research attempts to offer actionable insights for higher education institutions, legislators, and marketers seeking to boost the accessibility and effectiveness of online education in the Philippines.

2 Literature review — 2.1 The rise of online education — Online education has revolutionized the delivery of higher education, enabling learners to transcend geographical and temporal boundaries (Castro and Tumibay 2021; Kanwar and Carr 2020). Studies highlight the significant role of technology in creating new educational opportunities, particularly in countries with limited access to quality education (Choudaha and Van Rest 2018). For developing nations like the Philippines, online education represents a means to bridge educational gaps and align with global standards (Ortiga 2018; Reyes and Gopinathan 2015).

2.2 Status quo of higher education in the Philippines — Higher education in the Philippines has traditionally relied on face-to-face instruction, with a limited focus on digital transformation until recent years. The integration of online learning into mainstream education accelerated dramatically during the COVID-19 pandemic, exposing the vulnerabilities and potential of the country's educational infrastructure (Toquero 2020). Learning management systems (LMS) like Canvas, Zoom, and Google Classroom became pivotal in ensuring continuity, while HEIs adapted quickly to offer online degrees, including traditional MBA programs, to cater to the changing needs of learners (Joaquin et al. 2020).

2.3 Shift from MOOCs to university-driven online programs — Initially, massive open online courses (MOOCs) dominated the online education landscape, offering learners globally accessible yet often non-credit-bearing courses. However, the pandemic catalyzed a shift toward traditional universities offering full-fledged online degree programs. In the Philippines, this trend is evident in the growing number of HEIs that have developed online MBA and master's programs to attract both local and international students (Hayashi et al. 2020; Fung et al. 2022). These programs emphasize personalized learning experiences and institutional credibility, marking a departure from the open-access nature of MOOCs.

2.4 Accessibility challenges in the Philippine context — For this study, „accessibility“ in online education encompasses multiple dimensions beyond mere technical access. The researcher conceptualizes accessibility as a multifaceted construct comprising: (1) technological accessibility – the ability to connect to and navigate digital learning environments; (2) economic accessibility – affordability relative to local economic conditions; (3) pedagogical accessibility – alignment with learners' educational backgrounds and learning styles; and (4) cultural accessibility – compatibility with local values, norms, and expectations. This comprehensive conceptualization allows for a more nuanced analysis of how global marketing strategies address or overlook specific accessibility barriers in the Philippine context.

Various factors, including technological infrastructure, affordability, and regulatory frameworks, influence the accessibility of online master's degree programs in the Philippines. The country's digital divide, defined as variances in internet access and digital proficiency, creates substantial challenges to participation in online

education (Aristovnik et al. 2020; Carbonilla Gorra and Bhati 2016). Furthermore, the affordability of online programs remains a concern for many Filipino learners, as economic inequalities continue to affect access to education (Marginson 2018; Tri et al. 2021). Regulatory frameworks, such as the Universal Access to Quality Tertiary Education Act, have aimed to enhance accessibility but require further refinement to address the nuances of online learning (Ortiz et al. 2019).

2.5 Global marketing strategies and international education — Global marketing strategies play a pivotal role in promoting online master's programs as higher education institutions (HEIs) compete internationally in an evolving digital landscape. These strategies comprise three interconnected dimensions: digital marketing techniques, strategic partnerships, and culturally-responsive approaches (Kanwar and Carr 2020; Symaco and Tee 2019). When effectively integrated, these strategies enable HEIs to establish multinational presence, overcome geographical limitations, and position their programs competitively in the global higher education market. In the context of accessibility, global marketing functions not merely as promotion but as a strategic bridge connecting international educational opportunities with local learner needs.

2.5.1 Digital marketing and branding — The utilization of digital marketing tools including social media platforms, search engine optimization (SEO), and customized adverts is an important part of the global marketing strategies.

These approaches allow HEIs to reach prospective students across borders while tailoring their outreach to specific demographics. For instance, well-crafted content campaigns highlighting program flexibility, affordability, and employability outcomes have been shown to resonate with global learners. Furthermore, HEIs employ data analytics to understand online behavior better, enabling them to create personalized marketing messages that appeal to different cultural and educational expectations.

2.5.2 Partnerships and international collaboration — HEIs increasingly rely on partnerships with international institutions, governmental organizations, and private entities to enhance their marketing reach. Collaborative efforts, such as dual-degree programs, study-abroad pathways, and exchange initiatives, bolster credibility and attract students who seek global exposure in their academic journey (Kanwar and Carr 2020). These collaborations often include co-branding efforts, enabling institutions to share resources and access previously untapped markets.

2.5.3 Localized approaches and cultural sensitivity — In contexts such as the Philippines, cultural relevance and alignment with local needs are critical factors in the success of marketing strategies for online education (Toquero 2020; Fung et al. 2022). Filipino learners, characterized by diverse socioeconomic backgrounds and strong family-oriented values, often prioritize affordability, program flexibility, and alignment with career opportunities. Thus, localized approaches – such as integrating culturally relevant imagery, language, and case studies into promotional materials – help HEIs connect meaningfully with their target audience. For example, highlighting alumni success stories in industries important to the Philippines, such

as education, healthcare, or business process outsourcing (BPO), can create a sense of relatability and aspirational appeal.

2.5.4 Tailored messaging and program design — Studies underscore the significance of tailoring both messaging and program design to meet the diverse profiles of Filipino learners. Ortiga (2017) emphasizes that online learners in the Philippines often balance academic pursuits with work and family obligations. As such, marketing messages that highlight program flexibility, asynchronous learning options, and opportunities for professional advancement resonate strongly with this demographic. Similarly, the design of online master's programs must consider the local context, incorporating modules that address regional challenges, such as disaster management, environmental sustainability, or technology integration in rural education.

2.5.5 Challenges and opportunities — Despite these strategies, HEIs face challenges such as fostering trust in online learning, overcoming perceptions of lower quality than traditional education, and ensuring technological accessibility for underserved populations. However, the rise of internet connectivity and digital literacy in the Philippines presents a unique opportunity for HEIs to expand their reach. Innovative marketing tactics, such as leveraging influencers, hosting virtual open houses, and creating interactive program previews, can further enhance engagement and drive enrollment.

2.6 Socioeconomic and cultural factors — Socioeconomic and cultural factors significantly influence the accessibility of online education in the Philippines. The economic landscape, characterized by a growing middle class and a high demand for skills development, creates a fertile ground for online programs (Ortiga 2018; Reyes and Gopinathan 2015). However, cultural perceptions of online education, including concerns about quality and recognition, affect learner preferences and choices (Carbonilla Gorra and Bhati 2016; Marginson 2018). Addressing these concerns through transparent marketing and robust support systems is essential for increasing adoption.

2.7 Technological innovations in online education — Technological advancements, such as artificial intelligence (AI), augmented reality (AR), and data analytics, have the potential to enhance the accessibility and quality of online master's degree programs (Popenici and Kerr 2017; Becker et al. 2017). In the Philippines, leveraging these innovations to create engaging and adaptive learning environments can mitigate existing challenges and foster greater inclusion (Hayashi et al. 2020; Cuaton 2020). The integration of these technologies into global marketing strategies can further strengthen the appeal of online programs to Filipino learners (Joaquin et al. 2020).

2.8 Opportunities and challenges amid COVID-19 pandemic — The COVID-19 pandemic has accelerated the adoption of online education globally, presenting unique opportunities and challenges for the Philippine higher education sector (Toquero 2020; Aristovnik et al. 2020). While the pandemic highlighted the potential of online programs to ensure continuity of learning, it also exposed gaps in digital infrastructure and readiness among Filipino learners (Alipio 2020; Rashid and Yadav 2020). Lessons learned during this period underscore the need for resilience and

adaptability in educational policies and marketing strategies (Joaquin et al. 2020; Lytras et al. 2022).

The accessibility of online master's degree programs in the Philippines is shaped by a complex interplay of factors, including technological, economic, cultural, and institutional dynamics. While global marketing strategies have successfully expanded the reach of international education, addressing the unique challenges faced by Filipino learners requires a localized and inclusive approach. Future research should focus on evaluating the long-term impact of these strategies and identifying best practices for creating equitable and sustainable online education ecosystems.

2.8.1 International comparative analysis of marketing approaches — Marketing strategies for online master's programs differ widely across global regions, offering valuable lessons for the Philippine context. In Southeast Asia, Singapore's success as an education hub stems from government-institution partnerships and rigorous quality assurance frameworks (Tan 2017), while Malaysia employs dual-language campaigns that balance global appeal with local accessibility. Western models highlight institutional prestige, career outcomes, and student support. North American institutions leverage alumni success and employer recognition (Choudaha and Van Rest 2018), whereas European models emphasize financial transparency and robust student services (Huang 2018). Australia offers targeted campaigns for Filipino students, emphasizing cultural affinity, timezone alignment, and flexible delivery models, resulting in a 30 – 45% enrollment increase between 2018-2021 (Dumpit and Fernandez 2017). Meanwhile, scalable Asian models, such as China's tech-university partnerships (Tri et al. 2021) and South Korea's use of influencer marketing, show how digital engagement and platform optimization can overcome infrastructure constraints and appeal to younger audiences. Comparative analysis suggests that effective strategies are those that respond to regional needs. For the Philippines, this means marketing should directly address technological and financial barriers, strengthen program credibility, and leverage the country's high social media usage and strong career-oriented motivations.

2.9 Theoretical relevance — This study draws on three complementary theoretical frameworks to explore the relationship between global marketing strategies and the accessibility of online master's programs in the Philippines. The Technology Acceptance Model (TAM) (Davis 1989), including its extended form (Venkatesh and Davis 2000), explains how perceived usefulness, ease of use, and social influences shape the adoption of online learning platforms. In the Philippine context, TAM highlights how both technological and attitudinal barriers impact student decisions.

Diffusion of Innovation Theory (Rogers 2003) provides insights into varying adoption rates across Filipino societal segments. Its core attributes – relative advantage, compatibility, complexity, trialability, and observability – align with marketing strategies aimed at promoting online education. The Community of Inquiry (CoI) framework (Garrison et al. 2000) addresses the pedagogical dimension by emphasizing teaching, social, and cognitive presence in online learning environments. In a culture where interpersonal connections are vital, effectively marketing the social presence of online programs can help overcome quality-related concerns and psychological resistance.

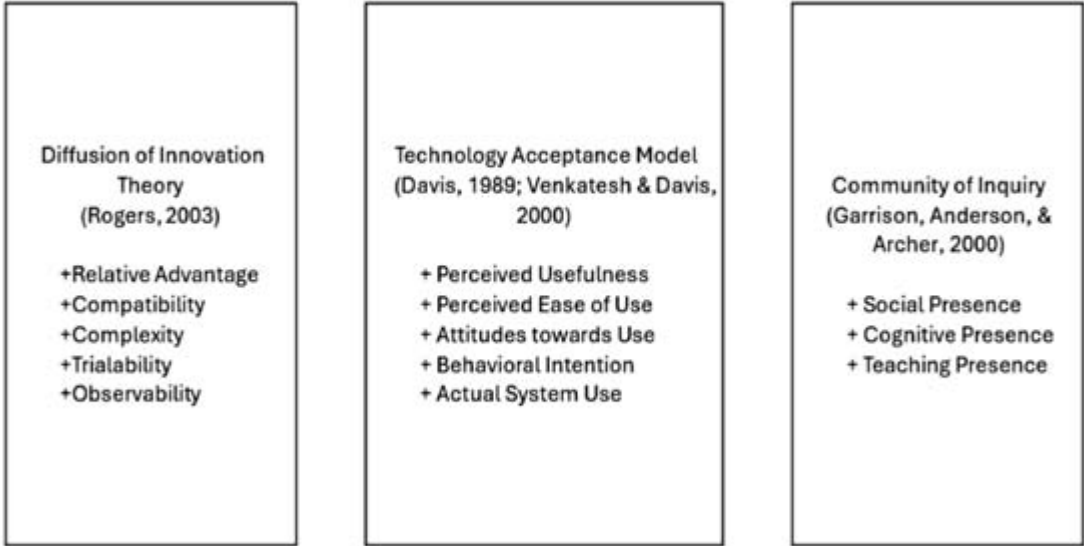


FIGURE 1: THEORETICAL RELEVANCE (ROGERS 2003; DAVIS 1989; VENKATESH AND DAVIS 2000; GARRISON, ANDERSON AND ARCHER 2000)
SOURCE: AUTHOR

3 Methodology — This qualitative study utilizes a systematic literature review methodology to achieve four specific research goals:

- | 1. To comprehensively map the current state of knowledge regarding accessibility factors affecting online master's programs in the Philippines.
- | 2. To evaluate the effectiveness of global marketing strategies in addressing these accessibility challenges.
- | 3. To identify gaps between international marketing approaches and local Filipino learner needs.
- | 4. To recommend a multidimensional framework that can guide stakeholders in enhancing accessibility.

A systematic literature review was selected as the optimal methodology because it enables rigorous synthesis of diverse research findings, facilitates identification of knowledge gaps, and supports theory development through systematic analysis of existing evidence (Guillen 2023). This approach is particularly appropriate for examining multidisciplinary topics that span educational technology, marketing, and international higher education domains.

Among the systematic review approaches, this study employs domain-focused reviews. The domain-focused reviews consolidate and build upon knowledge within a specific area, while theoretical reviews assess how certain theories apply within fields, and methodological reviews use specific analytical approaches to reach conclusions (Guillen 2023; Guillen 2022). This domain-based approach directly supports the primary goal of developing at least a baseline framework that can inform both theory and practice.

3.1 Selection of studies — **3.1.1 Initial search and inclusion criteria** — An extensive search was conducted using Google Scholar and Scopus databases. The following keywords were used: „online master's degree“, „Philippines“, „higher education“, „accessibility“, and „global marketing“. The initial search yielded 147 journal articles. After applying inclusion and exclusion criteria, only 40 articles were deemed relevant to the research topic.

- 3.1.2 Inclusion criteria** —
- | 1. Articles published between 2015 and 2023.
 - | 2. Peer-reviewed journals and credible academic sources.
 - | 3. Focus on online education, global marketing strategies, and accessibility in higher education.
 - | 4. Studies directly or indirectly related to the Philippine context.

The search employed Boolean combinations of primary and secondary keywords:

- | 1. Primary keywords: „online master's degree“, „digital higher education“, „e-learning master's“
- | 2. Secondary keywords: „Philippines“, „Southeast Asia“, „developing countries“
- | 3. Tertiary keywords: „accessibility“, „barriers“, „challenges“, „global marketing“, „international education“

- A two-stage screening process followed:
- | 1. First-level screening: Title and abstract review against inclusion criteria
 - | 2. Second-level screening: Full-text assessment for relevance and quality

- 3.1.3 Exclusion criteria** —
- | 1. Non-peer-reviewed articles or grey literature.
 - | 2. Studies focusing on primary or secondary education.
 - | 3. Articles unrelated to accessibility or marketing of online education.

This rigorous process again identified 40 articles meeting all criteria, with distribution spanning educational technology journals (40%), international higher education publications (35%), and marketing/business journals (25%).

3.2 Relevance of selected articles — Out of the 40 selected articles, the majority (60%) focused on the accessibility and barriers to online education, particularly in developing economies. Approximately 25% explored global marketing strategies, and the remaining 15% analyzed the impact of technological and socioeconomic factors on online learning. This distribution highlights the multifaceted nature of accessibility challenges in the Philippine context.

END OF PART I.

Literatúra | List of References — [1] Alipio, M., 2020. Education during COVID-19 era: Are learners in a less-economically developed country ready for e-learning? ZBW – Leibniz Information Centre for Economics. 2020. [online].

[cit. 2025-01-30]. Available at: <<https://hdl.handle.net/10419/216098>> | [2] Altbach, P. G., Reisberg, L. and Rumbley, L. E., 2019. Trends in global higher education: Tracking an academic revolution (Vol. 22). Brill, 2019. ISBN 978-9460913389. | [3] Aristovnik, A., Keržič, D., Ravšelj, D., Tomaževič, N. and Umek, L., 2020. Impacts of the COVID-19 pandemic on life of higher education students: A global perspective. In: Sustainability. 2020, 12(20), 8438. ISSN 2071-1050. | [4] Becker, S. A., Cummins, M., Davis, A., Freeman, A., Hall, C. G. and Ananthanarayanan, V., 2017. NMC horizon report: 2017 higher education edition. The New Media Consortium, 2017. ISBN 978-0-9977215-7-7. | [5] Carbonilla Gorra, V. and Bhati, S. S., 2016. Students' perception on use of technology in the classroom at higher education institutions in Philippines. In: Asian Journal of education and e-Learning. 2016, 4(3). ISSN 2321-2425. | [6] Castro, M. D. B. and Tumibay, G. M., 2021. A literature review: efficacy of online learning courses for higher education institution using meta-analysis. In: Education and Information Technologies. 2021, 26(2), 1367-1385. ISSN 1573-7608. | [7] Choudaha, R. and Van Rest, E., 2018. Envisioning pathways to 2030: Megatrends shaping the future of global higher education and international student mobility. In: International Journal of Educational Development. 2018, 58, 106-115. ISSN 1873-4871. Available at: <<https://doi.org/10.1016/j.ijedudev.2016.12.010>> | [8] Cuaton, G. P., 2020. Philippines higher education institutions in the time of COVID-19 pandemic. In: Revista Românească pentru Educație Multidimensională. 2020, 12(1 Sup2), 61-70. ISSN 2067-9270. | [9] Davis, F. D., 1989. Perceived usefulness, perceived ease of use, and user acceptance of information technology. In: MIS Quarterly. 1989, 13(3), 319-340. ISSN 0276-7783. Available at: <<https://doi.org/10.2307/249008>> | [10] Dumpit, D. Z. and Fernandez, C. J., 2017. Analysis of the use of social media in higher education institutions (HEIs) using the technology acceptance model. In: International Journal of Educational Technology in Higher Education. 2017, 14, 1-16. ISSN 2365-9440. | [11] Fung, C. Y., Su, S. I., Perry, E. J. and Garcia, M. B., 2022. Development of a socioeconomic inclusive assessment framework for online learning in higher education. In: Garcia, M. B. (Eds.), 2022. Socioeconomic inclusion during an era of online education, 23-46. Available at: <<https://doi.org/10.4018/978-1-6684-4364-4>> | [12] Garrison, D. R., Anderson, T. and Archer, W., 2000. Critical inquiry in a text-based environment: Computer conferencing in higher education. In: The Internet and Higher Education. 2000, 2(2-3), 87-105. ISSN 1096-7516. Available at: <[https://doi.org/10.1016/S1096-7516\(00\)00016-6](https://doi.org/10.1016/S1096-7516(00)00016-6)> | [13] Guillen Jr., N. B., 2022. Continuance intention of massive open online course learners in higher education: A sustainable development initiative. In: SEISENSE Business Review. 2022, 2(1), 67-79. ISSN 2788-7561. | [14] Guillen Jr, N. B., 2023. Coping with disruption using social media marketing: A full throttle. In: International Journal of Multidisciplinary: Applied Business and Education Research. 2023, 4(5), 1432-1441. ISSN 2774-5368. | [15] Guillen Jr., N. B., 2023. Leveraging beauty pageants for brand exposure: An analysis of sponsorships and advertising opportunities in Philippine pageantry. In: Marketing Science & Inspirations. 2023, 18(4), 14-28. ISSN 1338-7944. | [16] Hayashi, R., Garcia, M., Maddawin, A. and Hewagamage, K. P., 2020. Online learning in Sri Lanka's higher education institutions during the COVID-19 pandemic. ADB, 2020. ISBN 978-92-9262-368-5. Available at: <<http://dx.doi.org/10.22617/BRF200260-2>> | [17] Huang, F., 2018. Higher education financing in Japan: Trends and challenges. In: International Journal of Educational Development. 2018, 58, 106-115. ISSN 0738-0593. | [18] Jeong, L. S., Bautista Jr, R., Guillen Jr, N. B. and Oluyinka, S., 2024. Do generations matter? The moderating role of media in adherence to COVID-19 quarantine protocol. In: DLSU Business & Economics Review. 2024, 33(2), 35-46. ISSN 0116-7111. | [19] Joaquin, J. J. B., Biana, H. T. and Dacela, M. A., 2020. The Philippine higher education sector in the time of COVID-19. In: Frontiers in Education. 2020, 5, 576371. ISSN 2504-284X. | [20] Kanwar, A. and Carr, A., 2020. The impact of COVID-19 on international higher education: New models for the new normal. In: Journal of Learning for Development. 2020, 7(3), 326-333. ISSN 2311-1550. | [21] Lim, C. P. and Wang, T., 2016. A framework and self-assessment tool for building the capacity of higher education institutions for blended learning. In: Lim, C. P and Wang, L. (Eds.), 2016. Blended learning for quality higher education: Selected case studies on implementation from Asia-Pacific, 1-38. Bangkok: UNESCO. ISBN 978-92-9223-565-9. | [22] Lincoln, Y. S. and Guba, E. G., 1985. Naturalistic inquiry. SAGE Publications, 1985. ISBN 978-0803924314. | [23] Lytras, M. D., Serban, A. C., Ruiz, M. J. T., Ntanos, S. and Sarirete, A., 2022. Translating knowledge into innovation capability: An exploratory study investigating the perceptions on distance learning in higher education during the COVID-19 pandemic-the case of Mexico. In: Journal of Innovation & Knowledge. 2022,

7(4), 100258. ISSN 2444-569X. | [24] Malbas, M., Kilag, O. K., Diano Jr, F., Tiongzon, B., Catacutan, A. and Abendan, C. F., 2023. In retrospect and prospect: An analysis of the Philippine educational system and the impact of K-12 implementation. In: Excellencia: International Multi-disciplinary Journal of Education. 2023, 1(4), 283-294. ISSN 2994-9521. | [25] Marginson, S., 2018. Higher education, economic inequality and social mobility: Implications for emerging East Asia. In: International Journal of Educational Development. 2018, 63, 4-11. ISSN 1873-4871. | [26] Mok, K. H., 2016. Massification of higher education, graduate employment and social mobility in the Greater China region. In: British Journal of Sociology of Education. 2016, 37(1), 51-71. ISSN 1465-3346. | [27] Ortiga, Y. Y., 2017. The flexible university: Higher education and the global production of migrant labor. In: British Journal of Sociology of Education. 2017, 38(4), 485-499. ISSN 1465-3346. | [28] Ortiga, Y. Y., 2018. Constructing a global education hub: The unlikely case of Manila. In: Discourse: Studies in the Cultural Politics of Education. 2018, 39(5), 767-781. ISSN 1469-3739. | [29] Ortiz, M. K. P., Melad, K. A. M., Araos, N. V. V., Orbeta, A. C. and Reyes, C. M., 2019. Process evaluation of the Universal Access to Quality Tertiary Education Act (RA 10931): Status and prospects for improved implementation. Philippine Institute for Development Studies, 2019. | [30] Patton, M. Q., 2015. Qualitative research and evaluation methods (4th ed.). SAGE Publications, 2015. ISBN 9781412972123. | [31] Popenici, S. A. and Kerr, S., 2017. Exploring the impact of artificial intelligence on teaching and learning in higher education. In: Research and Practice in Technology Enhanced Learning. 2017, 12(1), 22. ISSN 1793-7078. | [32] Rashid, S. and Yadav, S. S., 2020. Impact of Covid-19 pandemic on higher education and research. In: Indian Journal of Human Development. 2020, 14(2), 340-343. ISSN 2456-480X. | [33] Reyes, V. C. and Gopinathan, S., 2015. A critique of knowledge-based economies: A case study of Singapore education stakeholders. In: International Journal of Educational Development. 2015, 43, 26-36. ISSN 1873-4871. | [34] Rogers, E. M., 2003. Diffusion of innovations (5th ed.). Free Press, 2003. ISBN 978-0743222099. | [35] Symaco, L. P. and Tee, M. Y., 2019. Social responsibility and engagement in higher education: Case of the ASEAN. In: International Journal of Educational Development. 2019, 66, 184-192. ISSN 1873-4871. | [36] Tan, C., 2017. Private supplementary tutoring and parentocracy in Singapore. In: Interchange. 2017, 48(4), 315-329. ISSN 0826-4805. | [37] Toquero, C. M., 2020. Challenges and opportunities for higher education amid the COVID-19 pandemic: The Philippine context. In: Pedagogical Research. 2020, 5(4), em0063. ISSN 2468-4929. | [38] Tri, N. M., Hoang, P. D. and Dung, N. T., 2021. Impact of the industrial revolution 4.0 on higher education in Vietnam: challenges and opportunities. In: Linguistics and Culture Review. 2021, 5(S3), 1-15. ISSN 2690-103X. | [39] Venkatesh, V. and Davis, F. D., 2000. A theoretical extension of the technology acceptance model: Four longitudinal field studies. In: Management Science. 2000, 46(2), 186-204. ISSN 1526-5501. Available at: <<https://doi.org/10.1287/mnsc.46.2.186.11926>> | [40] Zuhairi, A., Raymundo, M. R. D. R. and Mir, K., 2020. Implementing quality assurance system for open and distance learning in three Asian open universities: Philippines, Indonesia and Pakistan. In: Asian Association of Open Universities Journal. 2020, 15(3), 297-320. ISSN 2414-699.

Kľúčové slová | Key Words ——— online master's degree, accessibility, international education, global marketing, higher education | *online magisterský titul, dostupnosť, medzinárodné vzdelávanie, globálny marketing, vysokoškolské vzdelávanie*

JEL klasifikácia | JEL Classification ——— I23, M31, L86, O33

Résumé ——— **Online magisterský titul: Analýza dostupnosti medzinárodného vzdelávania na Filipínach – perspektíva globálneho marketingu. Časť I.**

Táto systematická štúdia skúma dostupnosť online magisterských programov na Filipínach z pohľadu globálneho marketingu. Napriek rastúcej prítomnosti digitálneho vzdelávania v medzinárodnom vysokoškolskom vzdelávaní zostávajú významné medzery v pochopení výziev dostupnosti tohto vzdelávania v rozvojových ekonomikách. Pomocou štruktúrovanej analýzy 40 ťažko dostupných recenzovaných článkov (2015-2023) táto štúdia hodnotí päť kľúčových faktorov prístupnosti: technologickú infraštruktúru, cenovú dostupnosť, reputáciu inštitúcie, kultúrnu relevantnosť a marketingové stratégie. Výskum integruje model prijatia techno-

lógie, difúzie inovácií a oblasť skúmania komunity, aby vyvinul multidimenzionálne porozumenie prekážkam v oblasti dostupnosti vzdelania. Zistenia odhaľujú pretrvávajúce digitálne rozdiely, predovšetkým v oblastiach mimo mesta (kde pripojenie na internet dosahuje iba 30-45% úrovne miest). Zistenia ukazujú, ako môžu cieľené marketingové stratégie tieto prekážky prekonať. Pandémia COVID-19 urýchlila digitálnu transformáciu a zároveň odhalila obmedzenia infraštruktúry a medzery v pripravenosti. Tento výskum prispieva k viacrozmernému rámcu dostupnosti, ktorý integruje technologické, ekonomické, kultúrne a marketingové dimenzie, ako aj poskytuje praktické poznatky pre vysoké školy, tvorcov politik a globálne vzdelávaných marketérov, ktorí sa snažia zlepšiť dostupnosť digitálneho vzdelávania v rozvojových ekonomikách ako sú Filipíny.

Kontakt na autorov | Address — Prof. Nelson B. Guillen Jr., MSM, CDMA, CMP, De La Salle University Manila, Department of Marketing and Advertising, 2401 Taft Ave, Malate, Manila, Philippines, e-mail: nelson.guillen@dlsu.edu.ph

Recenzované | Reviewed — 6. March 2025 / 14. March 2025

EFFECTIVE MARKETING MIX OF A MANUFACTURING COMPANY IN THE CONTEXT OF SUSTAINABILITY AND COMPETITIVENESS

Marketing is an essential part of every company, and a properly designed marketing mix ensures its success, efficiency and competitiveness in the market. The marketing mix is a key tool that allows managers to remain competitive in a global competitive environment. This paper provides a comprehensive view on marketing mix of Faber-Castell and focuses on analyzing the strengths and weaknesses. The main methodology applied is structural analyses, benchmarking, SWOT analysis, IFE and EFE Matrix and marketing mix analysis. The results indicate that Faber-Castell monitors and adapts to the marketing strategies and activities to remain competitive and to respond to customer needs. Furthermore, it focuses on quality, innovation and sustainability, in order to maintain its market position and gain a competitive advantage. Additionally, it also gains a competitive advantage thanks to sustainable products, which are a trendy today.

1 Introduction — Marketing is an essential part of every company, and a properly designed marketing mix ensures its success, efficiency and competitiveness in the market (Wichmann et al. 2021). The marketing mix is a key tool that allows managers to maintain competitiveness in a global competitive environment (Ravangard, Khodadad and Bastani 2020). In today's modern marketing world, the marketing mix is one of the key concepts and strategies that help support customer loyalty, increase purchase intention and thus sales. In an era of constant development of the global market and increasing competition, the business environment is becoming increasingly demanding. Manufacturing companies are trying to improve their competitiveness through innovation and transformation of their services and products. These innovations are the key to standing out in the market, but they often face many challenges. Traditional approaches to service transformation and product innovation can encounter complex challenges, such as the diversity of customer needs and intense competition. This makes it difficult for companies to identify market opportunities, provide personalized solutions, and respond quickly to changes. Product quality control and manufacturing efficiency are other challenges that many companies face, which can undermine their competitiveness (Zhang et al. 2024).

The trend shows an importance of automation and digitalization to ensure the resilience and adaptability of manufacturing companies to unforeseen situations (Lim 2021). This statement is confirmed by Simoes et al. (2021) and adds that with the increasing labor shortage due to the spread of COVID-19 and restrictions on the move-

ment of people, many manufacturing companies have implemented digital technologies with the clear goal of improving efficiency, process flexibility and increasing connectivity between business partners. In order to maintain the competitiveness resulting from efficient management of corporate resources, it is necessary to modify the usual procedures of e-marketing communication (Pollak et al. 2021). E-marketing communication mix may be an effective tool for targeted and personalized communication (Dorčák et al. 2015).

The study is focusing on a company called Faber-Castell which was founded in 1761 in Germany, in the town of Stein near Nuremberg. Faber-Castell is one of the world's leading and oldest companies in the field of writing and art supplies. It was founded by Kaspar Faber, who made pencils in a small workshop. Shortly, he was famous and successful and founded his own company. It is a company with a rich tradition and is responsible for a unique brand and approximately 6,500 employees worldwide. The company is one of the leading companies in the production of high-quality writing, drawing, painting and creative writing materials worldwide. Faber-Castell produces over 2 billion wooden pencils and crayons annually, which the company distributes worldwide. The company also focuses on the environment and holds ISO 9001:2000, ISO 14001, FSC®-FM, FSC®-CoC, PEFC™, NATRUE and IFS HPC certificates. For consumers, FSC certification is a guarantee that the wood products they buy come from forests that have been managed in accordance with the highest sustainability standards.

2 Literature review — Nowadays, manufacturing companies face significant pressure due to intense market competition. For this reason, it is crucial for these companies to emphasize on improving and increasing the quality of their products, minimizing waste, achieving higher customer satisfaction, and increasing productivity (Chauhan 2019). Therefore, companies are trying to implement the most efficient processes that would help them remain competitive in the market and achieve growth (Kljajić-Derović 2019).

Marketing is defined as a social and managerial process through which individuals and groups satisfy their needs through the production and exchange of products and values (Kotler and Keller 2013). To have a successful marketing it is necessary to develop a marketing strategy. A marketing strategy is a set of long-term decisions about individual ways to satisfy the needs of an enterprise's current and potential customers using its internal resources and external capabilities. Depending on the industry, market situation, and the prevailing features of the organization's management, a marketing strategy can be developed for a period of 1 to 25 years (Laburtseva 2021). The main area of focus is at analysis and evaluation of value streams data, which may lead to difficulties that prevent efficient and customer-oriented cooperation in globalized manufacturing, trade or services (Strakova et al., 2021).

Adopting effective marketing strategies is a challenging task in a competitive market, which involves comprehensive marketing planning, techniques and mechanisms to identify the best course of action. The basic element in using a marketing strategy is the 4P marketing mix, which has gradually evolved from the original 4Ps and include product, price, promotion and place (Altay et al. 2022). Pricing is one of the most important part of the 4Ps, as the pricing strategy is a key tool for guiding price decisions in companies. The choice of pricing strategies is influenced by the na-

ture of the products offered, their uniqueness, scope of production, location but also the way they are presented to the customer and also the company's idea of profit: volume, speed, distribution over time (Kmety Bartekova 2021).

SWOT analysis plays a key role in the marketing strategy development process. It helps to identify the strengths, weaknesses, opportunities, and threats of an organization in relation to both external and internal factors (Ferrell and Hartline 2019). Marketing analysis is a key tool for understanding the market and formulating successful marketing strategies. The most commonly used analysis is SWOT analysis, which is used as a useful method for analyzing the environment surrounding a company or organization. Additionally, it could be stated that consumers have time-inconsistent preferences that are being restricted by self-structured regularities that arise from social and self-interest considerations (Tarnanidis 2023).

Marketing mix (MM) according to Kotler and Armstrong (2018) is a comprehensive set of tools that organizations use to achieve their marketing objectives in a specific market. This mix includes strategies related to product, price, distribution and communication, which are necessary to be thoroughly analyzed and adapted for successful operation in the market. It is a key element of the business process that deals with planning, promotion, pricing and distribution of products or services with an emphasis on customer needs and preferences. MM is a key part of the overall marketing strategy of the company, which acts as a link between the company and the market.

3 Methodology — This paper uses primary and secondary data. Primary data include information obtained directly from the selected company Faber-Castell through internal documents, a questionnaire survey and interviews with managers. This data will provide a direct view of the selected company in the manufacturing industry. Secondary data sources include information from publicly available sources such as websites, social networks and other online sources. To achieve the set objectives and answer the research questions, the following methods and procedures are used in this paper.

The main method used for the purposes of this study is structural analysis. According to that, Faber-Castell as a company is presented based on relevant information from the official company website: www.faber-castell.com and also social networks, personal experiences, annual book, company training or internal company materials. Subsequently, individual tools of the company's marketing mix are analyzed. The observation method and experience with the company's products is also be reflected here.

To assess the status, expert panel was created to identify strengths, weaknesses, opportunities and threats thus, to conduct SWOT analysis. This analysis provides a basic structure for understanding internal and external factors affecting the competitive position. For the quantitative assessment of internal and external factors influencing the competitive position of the selected company, the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices are implemented. These matrices are as well conducted on the basis of expert panel and is aimed to enable a weighted assessment of strengths and weaknesses, opportunities and threats, and the results are presented in the research. Afterwards, three similar companies

from the same industry are presented and compared by the use of benchmarking method. The results are processed into graphs and tables.

The aim of this paper is to understand the market position of Faber-Castell within the competitive environment of selected companies from the sector of high-quality products for writing, drawing, painting and creative work and to develop a base of knowledge to be able to formulate recommendations for companies in the manufacturing sector on the Czech market. To achieve the objective, there are two research questions set:

- Q1: What marketing mix tools are actively used in the model company?
- Q2: Does the model company offer sufficient scope to maintain its position in the market and competitive advantages compared to direct competitors?

4 Results — In this part of the paper the results are presented according to the research methodologies applied and thus are presented in subsections.

4.1 SWOT analysis at Faber-Castell — In this part of the research, we introduce the background to the SWOT analysis in Faber-Castell. Having performed the analysis, we will gather an overview of the internal and external environment of Faber-Castell. This analysis focuses on strengths, weaknesses, opportunities and threats and is used to evaluate the market position and determine competitiveness.

Faber-Castell	
Strengths	Weaknesses
Wide range of products	Strong competition
Family-owned, traditional company	Innovation and differentiation
Quality products	High product price
Global presence	Limited availability
Social and environmental responsibility	Portfolio diversity
Opportunities	Threats
New technologies, digitalization	Competition
Innovation and creativity	Changes in customer preferences
Personalization, custom design	Technological progress
Online sales	Economic factors
Growing demand	Changes in the business environment

TABLE 1: SWOT ANALYSIS AT FABER-CASTELL
SOURCE: AUTHORS

4.1.1 Strengths — Faber-Castell's strengths include its wide range of products, from pencils and crayons to luxury pens, which allows it to cater to a variety of target groups. As a family-owned company that is present in the industry for 260 years, it maintains high standards of production and design, which allows it to provide customers with very high-quality products. With a global reach and a well-developed distribution network, Faber-Castell is able to cater to customers all over the

world. The company also actively promotes social and environmental responsibility through sustainable products and support for community projects. Other strengths of the company include its flexibility in production and effective management. These strengths allow Faber-Castell to remain a leader in the writing and art supplies market.

4.1.2 Weaknesses — Faber-Castell's weaknesses include the strong competition in the writing and art supplies industry, which requires constant innovation and product differentiation to maintain its market share. With the rapid pace of technological change, it can be difficult to keep up with innovation and adapt to new trends in the writing and art supplies industry. The high price of products may limit their availability for certain customer segments, which may limit their availability for a wider customer base. Lack of innovation leads to a loss of customer interest. Limited product availability is a weakness, as there are only 135 stores in the Czech Republic where Faber-Castell products can be purchased. Another weakness of Faber-Castell, which can be considered also a strength, is the wide range of products, as it can lead to a dispersion of resources and attention.

4.1.3 Opportunities — Faber-Castell has a wide range of opportunities ahead of it that could strengthen its growth and competitive position. One of them is the use of new technologies and digitalization. The company can invest in the development of modern digital tools for artists and creative individuals, which would allow them even greater freedom in expressing their ideas and creative visions. Innovation and creativity are also important factors that can strengthen Faber-Castell's competitive advantage. The company has the opportunity to continuously create new products that appeal to a diverse range of customers, from professional artists to amateurs. Investments in research and development can bring innovative materials and technologies that improve the user experience with Faber-Castell products. Personalization and custom design are other options that the company can explore. Offering product personalization options can attract customers looking for unique and individual products. Online sales are also an area with huge potential for growth. The company can invest in developing its e-commerce environment and provide customers with a convenient and clear way to purchase its products directly online. The growing demand for educational and creative products provides Faber-Castell with another opportunity to expand its market share. The company can create special editions of products and courses that help customers develop their skills and abilities, enhance their creativity. With these opportunities and the right strategy, Faber-Castell can achieve further success and maintain its position in the market.

4.1.4 Threats — Faber-Castell faces various threats that can affect its market presence and the success of the business. These threats include, in particular, competition in the writing instruments sector. Competitive pressure may cause the company to lose market share if it is unable to maintain its position in the market. Changes in customer preferences are another challenge that Faber-Castell faces. It is essential for Faber-Castell to monitor market trends and respond flexibly to customer needs in order to maintain its competitive position and remain relevant to its target group. Technological advances pose another threat, as the growing popularity of

digital drawing and writing tools may reduce the demand for traditional writing instruments. Economic factors and exchange rate developments are also important threats for Faber-Castell. Adverse changes in the macroeconomic environment, such as recession or inflation, may affect customers’ purchasing power and reduce their willingness to spend on luxury products such as writing instruments. Political uncertainties, trade restrictions or changes in legislation may have a negative impact on the business environment in which Faber-Castell operates.

4.2 IFE and EFE matrix at Faber-Castell — The assessment of internal and external factors of Faber-Castell was carried out based on the output data from the SWOT analysis. The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are strategic analysis tools that are used to assess internal and external factors affecting the company's performance. The weights are determined based on the importance of each factor for success. The rating (1-4) is the quality or strength of each factor, where 4 is the best and 1 is the worst. The overall rating is the sum of the weighted values of the individual factors.

Based on the company's strengths and weaknesses, the IFE matrix was compiled, which is used to evaluate the company's internal environment. An overall rating of 3.23 means that the company has a predominance of strengths over weaknesses.

	Internal factors	Weight (0-1)	Rating (1-4)	Total rating
Strengths	Wide range of products	0.10	4	0.40
	Family-owned, traditional company	0.12	4	0.48
	Quality products	0.14	4	0.56
	Global presence	0.10	4	0.40
	Social and ecological responsibility	0.12	3	0.36
	Total score strengths	0.58		2.2
Weaknesses	Strong competition	0.08	2	0.16
	Innovation and differentiation	0.10	3	0.30
	High product price	0.08	2	0.16
	Limited availability	0.07	2	0.14
	Portfolio diversity	0.09	3	0.27
	Total score weaknesses	0.42		1.03
	Overall weighted decision	1.0		3.23

TABLE 2: IFE MATRIX AT FABER-CASTELL
SOURCE: AUTHORS

The IFE matrix assesses internal factors, while the subsequent EFE matrix assesses external factors, i.e. opportunities and threats. An overall score of 3.48 indicates that the company is able to respond effectively to external factors and take advantage of opportunities offered by the environment while addressing threats that may affect its performance.

	External factors	Weight (0-1)	Rating (1-4)	Total rating
Opportunities	New technologies, digitalization	0.10	4	0.40
	Innovation and creativity	0.12	4	0.48
	Personalization, custom design	0.10	3	0.30
	Online sales	0.08	4	0.32
	Growing demand	0.10	4	0.40
	Total score opportunities	0.5		1.9
Threats	Competition	0.12	3	0.36
	Changes in customer preferences	0.10	3	0.30
	Technological progress	0.08	4	0.32
	Economic factors	0.10	3	0.30
	Changes in the business environment	0.10	3	0.30
	Total score threats	0.5		1.58
	Overall weighted decision	1.0		3.48

TABLE 3: EFE MATRIX AT FABER-CASTELL
SOURCE: AUTHORS

The company adopts an offensive strategy, because strengths prevail over weaknesses and opportunities prevail over threats. With the help of strengths, the company is ready to take advantage of opportunities.

The overall SWOT analysis and the IFE and EFE matrices show that the company has strengths that it uses to maximize market opportunities. This means that it has high potential for growth. Faber-Castell's strengths allow it to respond effectively to market threats. However, there are also areas where the company has weaknesses, and external areas can weaken these weaknesses even further.

4.3 Marketing mix at Faber-Castell — **4.3.1 Product** — As part of the marketing mix, it is important to ensure that the products are of high quality, innovative and meet the needs of customers. This includes not only the product itself, but also the packaging, design and the added value that the product brings. The company has its product portfolio, which is divided into several lines, so-called product lines. Products are divided into these product lines according to their purpose and target consumer group. These product lines are: (a) Playing & Learning; (b) Art & Graphic, Creative Studio; (c) General Writing, Technical Drawing; (d) Marking; (e) Generation Z; (f) Fine Writing and (g) Premium. The products are characterized primarily by their high quality and many product innovations. Graf von Faber-Castell is a luxury brand of writing instruments and accessories, which is known for its high quality, exclusive design and first-class materials.

The first product line of Faber-Castell Playing & Learning is designed to support children's development and natural creativity and to support the development of children's imagination, creativity, fine and gross motor skills, social skills and other important skills. The target group is children from 3 to 12 years old. The pigment is based on a natural, ecological basis, so it is safe for children. Furthermore, the Grip Crayon is a signature product from this line and is known for its innovative

designs and ergonomic features. The Grip Crayon is a wooden pencil that has a specially shaped body with ridges and grooves that provide a comfortable and firm grip. The Art & Graphic and Creative Studio ranges between two main product lines from Faber-Castell, designed for artists, draftsmen and anyone interested in art supplies. Art & Graphic includes professional art supplies that meet the demanding requirements of artists and illustrators. The products in this range include high-quality pencils, crayons, markers, watercolors, oil paints, acrylic paints, charcoal, inks and more. These products offer a wide range of colors, a total of 120 colors, different degrees of hardness and textures, to give artists maximum possibilities for expressing their creativity. World-famous artists and designers such as Vincent van Gogh, Paul Klee, Karl Lagerfeld and Neo Rauch appreciated the wide spectrum of color shades and, above all, the first-class quality of the colors, which has remained at the same high level to this day. High-quality pigments guarantee excellent quality and brilliant colors that last for centuries and help artists create timeless works of art and guarantee resistance to fading.

General Writing by Faber-Castell is a writing instrument line that offers a wide selection of products suitable for everyday writing and drawing. This line is affordable and includes products that meet the basic writing and drawing needs of a wide range of users. The products in this line are valued for their quality, comfort and affordability. The most famous item in this line is the Grip 2001 triangular pencil, for which Count Anton received an international innovation award. Other products in this line are graphite pencils, erasers, mechanical pencils, pens and ballpoint pens. Within technical drawing, the range includes products designed for technical drawings, such as drawing instruments, drawing boards, compasses, rulers, mechanical pencils, graphite pencils, refills, erasers, multi-function templates, technical pens, rulers.

The Marking line includes highlighters, dry highlighters, markers, whiteboard markers, crayons, glues, correctors and permanent markers, which are suitable for writing on glass, plastic, metal, wood, paper and cardboard, CDs and more. Generation Z is a young and innovative generation that is influencing many aspects of the market, including preferences in writing and art supplies. Faber-Castell is responding to the needs and preferences of this generation by offering products and marketing strategies that appeal to young consumers. These include modern and stylish pens and ballpoint pens, erasers, mechanical pencils, graphite pencils, markers, notebooks, pencil cases and correction tape, and many others.

The Fine Writing line is designed for those who appreciate quality writing and luxury writing instruments. This line offers elegant and sophisticated writing instruments that are made of premium materials and equipped with excellent writing mechanisms. The products of this line mainly include various types of ballpoint pens, refills and inks.

Faber-Castell is known for its first-class and luxurious writing and art supplies, which form the Premium category on the market. These products are considered synonymous with quality, elegance and innovation, which is associated with a long tradition and cutting-edge technological processes, as well as an investment in quality and luxury. Faber-Castell products are known for their elegant and sophisticated design, which combines tradition with modern aesthetics. Each product is carefully de-

signed with an emphasis on detail and quality. Each Faber-Castell product is made with precise craftsmanship and details.

4.3.2 Price — For Faber-Castell, product development is the main priority. The starting point for product development is first current topics (i.e. customer needs, current trends) or materials. Only then, when a suitable product has been developed in the optimal price range, can it be launched on the market and reach a specific target group of customers. There are many brands and different types of products with different uses in the writing instruments market, and therefore price is a very crucial factor for the customer when making a purchase. Faber-Castell strongly emphasizes the quality of its products and sets prices that correspond to the quality, craftsmanship and unique features. The company often offers tiered prices to satisfy a wide range of customer segments. For example, it offers affordable products for students and higher-priced luxury products for professional artists and collectors.

Faber-Castell often uses a skimming strategy for launching new products. This means that it sets a high price for its luxury products as a reflection of their quality, prestige and exclusivity. In this way, it can target market segments that are willing to pay higher prices for premium writing and art supplies. Although this strategy may increase short-term profits, it may also discourage customers with lower purchasing power and slow down product adoption in the market. To motivate larger purchases and strengthen customer loyalty, Faber-Castell uses sales-related and promotional pricing strategies, monitoring market conditions and customer preferences. Faber-Castell regularly offers discounts and promotions on its products, which may include volume discounts, student discounts, or seasonal discounts during school supply buyback periods. The company often creates gift sets and packages that contain combinations of products at attractive prices.

Faber-Castell's most expensive product is consistently the Graf von Faber-Castell brand, which includes luxury writing pens for enthusiasts and artists. The pens are made of various precious metals, such as gold, silver, or titanium, and may be decorated with gemstones or other luxury materials. These pens are usually created as luxury collector's items and are priced high. The price can also be influenced by factors such as limited availability and demand among collectors and writing enthusiasts. The most expensive products in terms of consumer price are, for example, the „Art & Graphic Limited-Edition Cassette“ from the Art & Graphic series. This is a limited-edition cassette with a purist design that contains 400 creative products from the Faber-Castell Art & Graphic series. These limited editions allow Faber-Castell to present highly valued artists' materials in unique packaging or in special combinations and to inspire its customers.

Comparing the prices of Faber-Castell products with the competition depends on the specific products and market segments they operate in. Faber-Castell offers a wide range of writing and art supplies, including pencils, crayons, pens and more. In general, Faber-Castell products fall into the mid- to high-end price range, due to their popularity, quality, reputation and brand. In order to benchmark the prices with the competition, the overview is displayed on the figure 1 below. According to the available data, it can be assumed that prices are in a similar price range. Some

Faber-Castell products are more expensive, but Faber-Castell is considered a brand of high-quality writing supplies and prestigious status, which can also be reflected in the prices of the products.

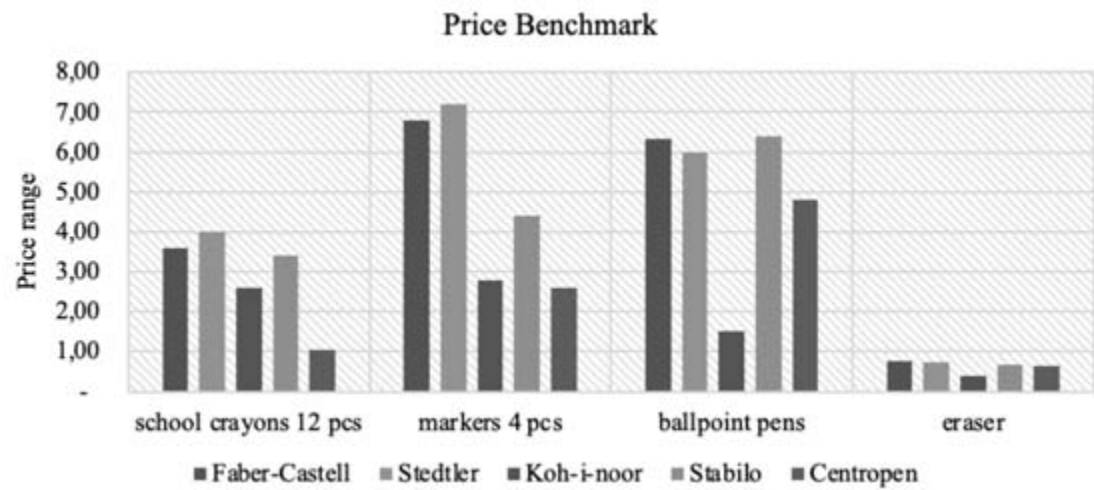


FIGURE 1: PRICE BENCHMARK
SOURCE: AUTHORS

4.3.3 Promotion — Faber-Castell, the oldest manufacturer of writing instruments, places great emphasis on promotion, which is essential for strengthening its position in the market. The marketing mix in the field of promotion includes strategies and tools that reach customers and build awareness of the company's products. The company's international communication strategy is based on creativity and aims to build relationships with customers and increase their trust and loyalty. This strategy adapts to the individual markets and conditions in which the company operates, thanks to its global presence.

Faber-Castell uses various forms of advertising. Television commercials run on various channels and focus on the features and benefits of products for children, students and artists. Print advertising in printed media such as magazines, posters, newspapers and catalogues contains product photos, product descriptions and information about availability. Another form of advertising used is advertising in public spaces such as billboards and advertising spaces on public transport. The company also invests in online advertising, such as search engine advertising and social media advertising. These forms of advertising allow the company to reach an online audience and get closer to its customers in a targeted manner. The company also actively works with the media and the public through various PR activities, such as press releases, media events, collaborations with influencers, sponsorships and charity activities. This builds a positive brand image and strengthens relationships with customers and the public. Faber-Castell organizes excursions for the public directly in the production buildings, the museum and the castle, which was created by Lothar von Faber and Count Alexander von Faber-Castell.

To support sales, Faber-Castell carries out various activities such as discounts and loyalty programs. It also uses direct marketing through email campaigns, catalogs and flyers, and event marketing, which includes art workshops, new product presentations, and trade fairs where it presents its products and interacts with customers and fans. Online platforms are used for inspiration, shopping, or entertainment. Online advertising and social media play a crucial role in the image and visibility of the brand and products. The company's main means of communication in the online environment is its website www.faber-castell.com, which offers not only information but also a lot of inspiration for children, teachers, artists and others. Photos, videos with various themes, new products and competitions are published on the website and social networks. It also provides content for campaigns to support the launch of new products, promote existing products and seasonal occasions such as back to school, which specifically boosts demand. The homepage plays an important role as it contains the most important information about the company, products and directs users to further information.

4.3.4 Place — As a world leader in the field of writing instruments, Faber-Castell covers practically all continents with its distribution. This is made possible by the existence of many production plants, branches and separate independent distributors. This distribution model allows both to reach the entire market in a given area and at the same time to provide intensive support to the given distribution entity from the company's headquarters as well as distribution and marketing support. Of course, this model places high demands on the expertise and qualifications of all company employees from product development, through production to subsequent sales, which is the result of cooperation between the sales and marketing departments. The products are available worldwide and can be purchased in stationery stores, bookstores, toy stores, specialized stores and supermarkets.

European stationery markets are known for their significant diversity. This diversity often stems from the diversity of products used in individual countries, especially within school systems. Each country has its own preferences and requirements for stationery, which leads to a diversity of product offerings on the market. Artists' preferences vary from country to country, and each country may prefer different techniques or materials. Another factor contributing to the diversity of European markets is the way in which product lines are defined and distributed. They are available in different countries in each country, which creates a diversity in the range of stationery available in schools, offices and the market in general. This diversity presents a challenge for businesses operating in European stationery markets, which must respond effectively to local needs and preferences of customers.

In recent years, with the rapid development of online business, it is logically necessary to adapt sales activities to these new conditions of the present. The development of e-commerce logically also requires new qualifications for sales and marketing staff. The standard distribution model will of course continue to exist, but the rapid development of e-business has dramatically changed the possibilities of purchasing a product by the end user, especially after the COVID-19 pandemic, now in terms of time and convenience. This is not specific to Faber-Castell, the rapid development of sales platforms, a typical example of which is Amazon, affects all sectors of customer needs.

5 Discussion — This part of the paper answers the research questions and suggests recommendations and possible changes for Faber-Castell as well as other companies operating in the manufacturing sector and focusing on the production of writing and art supplies.

At this stage, we can proceed to answer first research question: What marketing mix tools are actively used in the model company?

Faber-Castell uses a wide range of marketing mix tools to reach its customers, increase awareness of its products and drive sales. The company constantly monitors market trends and adapts its marketing strategies and activities to remain competitive and responsive to the needs of its customers. Faber-Castell offers a wide range of products, which are divided into different lines such as Playing & Learning, Art & Graphic, General Writing, Technical Drawing, Marking, Generation Z, FineWriting and Premium and boasts the luxury brand Graf von Faber-Castell. In this way, the company tries to address different market segments and satisfy different customer needs. Faber-Castell is characterized by a high level of innovation, which includes not only the products themselves, but also their design and functionality. Faber-Castell has a wide range of products at different price points and employs a price differentiation strategy, which allows it to reach a wide range of customers. It emphasizes the quality of its products and sets prices that reflect this quality, craftsmanship and unique features.

The second research question states: Does the model company offer sufficient scope to maintain its market position and competitive advantages compared to direct competitors?

Based on the information obtained from the research, it emerges that Faber-Castell is able to effectively use its marketing mix and, thanks to its emphasis on quality, innovation and sustainability, maintain its market position and gain a competitive advantage. It also gains a competitive advantage thanks to sustainable products, which are a trend today, as stated by Maksudunov et al. (2020). A complete marketing strategy, which includes various elements of promotion, distribution and product portfolio, can address different market segments and build a strong brand based on the breadth of the portfolio, tradition, popularity, satisfaction and thanks to the emphasis on the quality of its products and innovation. In addition, the company is ready to respond to new challenges and opportunities brought by the rapidly changing writing instruments market and thus maintain its leading position in the market. The use of new technologies and digitalization is another element that the company actively integrates into its business processes and customer communication and achieves its competitiveness. This is also proven by research conducted by Sui (2024). In this way, it is able to better respond to new trends and remain relevant to its target groups. Thanks to its global presence and wide product range, Faber-Castell has a wide customer base around the world. The company also actively uses social media and online sales to reach customers and build brand awareness. Overall, it can be said that Faber-Castell effectively uses its marketing mix to maintain its position in the market and gain a competitive advantage through a combination of high-quality products, an innovative approach, sustainability and effective customer communication.

6 Conclusion — Based on the research there are a set of recommendations to be applied, namely: (a) focus on product quality and innovation, (b) optimal pricing pol-

icy for all segments, (c) development of distribution channels, (e) emphasis on promotion and communication with customers, (f) strengthening digital presence and online sales, (g) increasing support for sustainability, (h) improving internal leadership and an innovative environment, (i) developing partnerships and collaborations, (j) strengthening global presence, (k) introducing loyalty programs.

Additionally, it is important to also mention the study limitations. These include for example the research specification which targeted to companies operating in the manufacturing industry. Also, the analysis was mainly conducted for Faber-Castell and a comparison was made within the industry with the main competitors. In case of other different selection of a company operating in the manufacturing industry, it might happen that the results would vary. This can be perceived as a perspective for future research, and a comparison of the research outcome can be benchmarked with other companies operating in the manufacturing industry.

Poznámky | Notes — This article is one of the partial outputs of the currently implemented research grant VEGA no. 1/0110/24 and research grant IGMP no. I-25-103-00.

Literatúra | List of References — [1] Altay, B. C., Okumuş, A. and Mercangöz, B. A., 2022. An intelligent approach for analyzing the impacts of the COVID-19 pandemic on marketing mix elements (7Ps) of the on-demand grocery delivery service. In: *Complex & Intelligent Systems*. 2022, 8(1), 129-140. ISSN 2199-4536. | [2] Chauhan, G. and Chauhan, V., 2019. A phase-wise approach to implement lean manufacturing. In: *International Journal of Lean Six Sigma*. 2019, 10(1), 106-122. ISSN 2040-4166. Available at: <<https://doi.org/10.1108/IJLSS-09-2017-0110>> | [3] Dorčák, P., Strach, P. and Pollak, F., 2015. Analytical view of the perception of selected innovative approaches in marketing communications. In: *Quality Innovation Prosperity*. 2015, 19(1), 74-84. ISSN 1335-1745. Available at: <<https://doi.org/10.12776/qip.v19i1.441>> | [4] Ferrell, O. C. and Hartline, M., 2019. *Marketing strategy*. Cengage Learning, 2019. ISBN 978-1-285-07304-0. | [5] Kljajić-Dervic, M., Matotek, Ž. and Sumar, S., 2019. Identification of problems which limit an increase of effectiveness of manufacturing companies. In: *Interdisciplinary management research*. 2019, 15, 465-491. ISSN 1804-1728. [online]. [cit. 2025-01-30]. Available at: <<https://zebrica.app.box.com/s/htxo0y204lqycuvjvzb2v9znd832whuf>> | [6] Kmetý Barteková, M., 2021. Creative industries in Slovakia and their pricing strategies as the part of their marketing mix. In: *Marketing Science & Inspirations*. 2021, 16(3), 21-30. Available at: <<https://doi.org/10.46286/msi.2021.16.3.3>> | [7] Kotler, P. and Armstrong, G., 2010. *Principles of marketing*. Pearson, 2010. ISBN 9780132167123. | [8] Kotler, P. and Keller, K. L., 2016. *Marketing management*. Pearson, 2016. ISBN 9780133856460. | [9] Kotler, P. and Keller, K. L., 2013. *Marketing management*. Praha: Grada, 2013. ISBN 9788024741505. | [10] Kotler, P. and Armstrong, G., 2018. *Principles of Marketing*. Pearson, 2018. Available at: <<https://doi.org/10.1016/j.dss.2009.03.007>> | [11] Kotler, P., Wong, V., Saunders, J. and Armstrong, G., 2007. *Moderní marketing: 4. evropské vydání*. Praha: Grada, 2007. ISBN 978-80-247-1545-2. | [12] Laburtseva, O. et al., 2021. Development of a marketing strategy for enterprise financial growth. In: *Studies of Applied Economics*. 2021, 39(5). ISSN 1697-5731. | [13] Lim, S. C. J., 2021. A survey of challenges and response strategies of manufacturing companies during the Covid-19 pandemic. In: *IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*. IEEE, 2021, 528-532. ISBN 978-1-6654-3771-4. Available at: <<https://doi.org/10.1109/IEEM50564.2021.9673003>> | [14] Maksudunov, A. and Avci, M., 2020. The colour of the future in marketing is green. In: *Sekerkaya, A. (Ed.), 2020. Contemporary issues in strategic marketing*. Istanbul: Istanbul University Press, 225-254. ISBN 978-605-07-0728-1. Available at: <<http://dx.doi.org/10.26650/B/SS05.2020.002.07>> | [15] Pollak, F., Vavrek, R., Váchal, J., Markovič, P. and Konečný, M., 2021. Analysis of digital customer communities in terms of their interactions during the first wave of the COVID-19 pandemic. In: *Management & Marketing: Challenges for the Knowledge Society*. 2021, 16(2), 134-151. ISSN 2069-8887. Available at: <<https://doi.org/10.2478/mmcks-2021-0009>> | [16] Ravan-

gard, R., Khodadad, A. and Bastani, P., 2020. How marketing mix (7Ps) affect the patients’ selection of a hospital: experience of a low-income country. In: Journal of the Egyptian Public Health Association. 2020, 95(1). ISSN 2090-262X. Available at: <<https://doi.org/10.1186/s42506-020-00052-z>> | [17] Simoes, A., Ferreira, F., Castro, H., Senna, P., Silva, D. et al., 2021. Adoption of digital technologies during the COVID-19 pandemic: Lessons learned from collaborative Academia-Industry R&D case studies. In: IEEE 19th International Conference on Industrial Informatics (INDIN). IEEE, 2021, 1-7. ISBN 978-1-7281-4395-8. Available at: <<https://doi.org/10.1109/INDIN45523.2021.9557470>> | [18] Strakova, J., Koraus, A., Váchal, J., Pollak, F., Cernak, F., Talíř, M. and Kollmann, J., 2021. Sustainable development economics of enterprises in the services sector based on effective management of value streams. In: Sustainability. 2021, 13, 8978. ISSN 2071-1050. Available at: <<https://doi.org/10.3390/su13168978>> | [19] Sui, X., Jiao, S., Wang, Y., Wang, H., 2024. Digital transformation and manufacturing company competitiveness. In: Finance Research Letters. 2024, 59. ISSN 1544-6123. Available at: <<https://doi.org/10.1016/j.frl.2023.104683>> | [20] Tarnanidis, T., 2023. Understanding reference points to make purchase decisions: overview, phases, and time-features. In: Marketing Science & Inspirations. 2023, 18(4), 2-13. Available at: <<https://doi.org/10.46286/msi.2023.18.4.1>> | [21] Wichmann, J. R. K., Uppal, A., Sharma, A., and Dekimpe, M., G., 2022. A global perspective on the marketing mix across time and space. In: International Journal of Research in Marketing. 2022, 39(2), 502-521. ISSN 0167-8116. Available at: <<https://doi.org/10.1016/j.ijresmar.2021.09.001>> | [22] Zhang, Y., Du, H., Piao, T., Shi, H. and Tsai, S. B. J, 2024. How manufacturing companies can improve their competitiveness. In: Journal of Global Information Management. 2024, 32(1), 1-26. ISSN 1062-7375. Available at: <<https://doi.org/10.4018/JGIM.336485>>

Klíčové slová | Key Words — marketing mix, marketing trends, marketing strategy, marketing innovation, SWOT analysis | *marketingový mix, marketingové trendy, marketingová stratégia, marketingové inovácie, SWOT analýza*

JEL klasifikácia | JEL Classification — M31, M39, L23

Résumé — *Efektívny marketingový mix výrobnej spoločnosti v kontexte udržateľnosti a konkurencieschopnosti*
Marketing je nevyhnutnou súčasťou každého podniku a správne navrhnutý marketingový mix zabezpečuje jej úspech, efektivitu a konkurencieschopnosť na trhu. Marketingový mix je kľúčovým nástrojom, ktorý manažérom umožňuje zostať konkurencieschopnými v globálnom vysoko konkurenčnom prostredí. Tento článok poskytuje komplexný pohľad na marketingový mix spoločnosti Faber-Castell a zameriava sa na analýzu silných a slabých stránok. Hlavnou aplikovanou metodikou sú štruktúrne analýzy, benchmarking, SWOT analýza, IFE a EFE Matrix a analýza marketingového mixu. Výsledky naznačujú, že podnik Faber-Castell monitoruje a prispôsobuje marketingové stratégie a aktivity tak, aby zostal konkurencieschopný a reagoval na potreby zákazníkov. Ďalej sa zameriava na kvalitu, inovácie a udržateľnosť, aby si udržal svoju pozíciu na trhu a získala konkurenčnú výhodu. Navyše získava aj konkurenčnú výhodu vďaka udržateľným produktom, ktoré sú dnes trendy.

Kontakt na autorov | Address — Viktorie Kovářiková, Institute of Technology and Business in České Budejovice, Okružní 517/10, 370 01 České Budějovice, Czech Republic
Ing. Zuzana Dzilská, University of Economics in Bratislava, Faculty of Business Management, Dolnozemská cesta 1, 852 35 Bratislava, Slovakia, e-mail: zuzana.dzilska@euba.sk
doc. PhDr. František Pollák, PhD., University of Economics in Bratislava, Faculty of Business Management, Dolnozemská cesta 1, 852 35 Bratislava, Slovakia, e-mail: frantisek.pollak@euba.sk

Recenzované | Reviewed — 11. March 2025 / 13. March 2025

THE ADOPTION OF RELATIONSHIP MARKETING IN RATED HOTELS: AN IMPORTANCE-PERFORMANCE ANALYSIS IN SETIF, ALGERIA

In today’s highly competitive hospitality market, hotels are increasingly focused on enhancing guest satisfaction to secure repeat visits and foster long-term customer loyalty. Achieving this goal requires a comprehensive strategy, and relationship marketing has emerged as a key approach for hoteliers aiming to build lasting connections with their guests. This study evaluates the adoption of relationship marketing in rated hotels in Setif, Algeria, with a specific focus on its three core dimensions: service culture, communication, and complaints management. The study employs Importance-Performance Analysis (IPA) to assess how these dimensions are implemented and perceived in the local context. A total of 65 valid responses from hotels’ regular guests were analysed. The findings reveal that while relationship marketing practices are indeed adopted in the studied hotels, there are critical areas that require improvement. The study highlights the need for enhanced attention to these dimensions to strengthen guest satisfaction, loyalty, and overall hotel performance. This research contributes to the existing literature on relationship marketing in the Algerian hospitality sector and provides practical recommendations for future improvements in service delivery and customer relations.

1 Introduction — The hospitality industry is characterised by intense competition and a growing demand for high-quality customer experiences. In recent years, relationship marketing has gained increasing attention in the hospitality industry as a way for hotel establishments to differentiate themselves and to provide favourable experiences to their customers (Salem 2021). It is an approach to marketing that emphasises building and maintaining long-term relationships with customers, rather than simply focusing on individual transactions (Berry 1995). However, little is known about the extent of adoption of relationship marketing by rated hotel establishments and how it is perceived by customers. Based on this, service culture encompasses values, beliefs, and organizational behaviours that focus on providing exceptionally high-quality service experiences for customers (Gronroos 1990). Additionally, the use of communication techniques in hotels leads to improving guest experiences and interactions among employees, ultimately enhancing overall operational efficiency (Narteh et al. 2013).

The crucial role played by complaints management highlights how a provider deals with customer complaints, leading to increased customer retention, trust-building, and long-term profitability (Tax et al. 1998). Furthermore, hotel estab-

ishments should view complaints not just as problems to be solved, but as opportunities to enhance customer relationships and gain valuable insights into areas that can be improved (Tax et al. 1998).

Given Algeria's growing interest in the hospitality sector (Ministry of Tourism and Craft Industry 2023), it is noteworthy that there remains a significant gap in studies exploring the application of relationship marketing within the country's hotel industry (Google 2023; Algerian Scientific Journal Platform 2023). However, recent studies by Zerouati and Guettaf (2019) have demonstrated how relationship marketing strategies can be effectively applied to improve customer relationships and enhance guest experiences in Algerian hotels. Additionally, Hamadouche (2020) explored the relationship between relationship marketing, service quality, internal marketing, and customer satisfaction – issues that are of critical importance for Algeria's hotel industry.

In this study, we bridge this gap by investigating the extent to which rated hotel establishments in Setif, Algeria, rely on relationship marketing, as well as customer perceptions towards this approach.

2 Literature review — 2.1 Relationship marketing — Relationship marketing, as described by several researchers, focuses on the establishment of long-term and mutually beneficial relationships between firms and their customers (Hogberg 2015). According to (Ravald and Grönroos 1996). This strategy focuses on developing and providing significant value to increase customer loyalty and happiness. A strategic focus on creating and maintaining long-term client connections is required (Kotler 2003). Relationship marketing, which falls under the larger umbrella of marketing, uses value-driven tactics to build long-lasting client relationships (Jobber and Ellis-Chadwick 2019). A key component of relationship marketing is highlighted by Berry (1995) in his discussion of the increased interest in providing services that offer clients real benefits. Sheth and Parvatiyar (1995) underline how marketing has evolved from transactional exchanges to a more relationship-focused strategy. Grönroos (1997) indicates a paradigm shift from the traditional marketing mix to prioritizing the creation of long-term partnerships in marketing strategy. According to Crosby, Evans and Cowles (1990), the interpersonal influence viewpoint on relationship quality in service selling includes communication, commitment, and trust. Amoako et al. (2019) emphasize that relationship marketing in the hotel sector entails trust and commitment, which have a major impact on consumers' intentions to make more purchases. Additionally, relationship marketing, particularly in the context of medical tourism services, Sousa and Alves (2019) claim, changes behavioral intentions and visitor experiences. Casais, Fernandes and Sarmiento (2020) highlight relationship marketing's contribution to tourism innovation, particularly through boosting value co-creation through online platforms for sharing lodging. Hendriyani and Auliana (2018) investigate the transition from relationship marketing to electronic customer relationship management in the face of technological improvements, focusing on the incorporation of technology into relationship marketing techniques. Dejan, Marija and Jasmina (2022) investigate the use of information and communication technology (ICT) in the process of CRM implementation in the hotel business, demonstrating the changing landscape of relationship marketing. Boateng (2019) investigates online relationship marketing and its effect on client

loyalty from the standpoint of signalling theory. Thaichon et al. (2019) investigate the evolution and theoretical underpinnings of online relationship marketing, emphasizing its importance in the digital age. According to Gilboa, Seger-Guttmann and Mimran (2019), relationship marketing plays a unique role in boosting customer experience, cultivating contentment, and loyalty in small firms. Furthermore, Abeza et al. (2020) investigate the function of social media in co-creating value in relationship marketing, revealing its multifaceted impact on customer interactions. Finally, Khan et al. (2022) evaluates the influence of customer relationship management and corporate reputation on customer loyalty, stressing the role of customer satisfaction as a moderator.

2.1.1 Service culture — The iconic expression of the Ritz-Carlton's „We are ladies and gentlemen serving ladies and gentlemen“ is not just a slogan; it represents clear, decisive commitments that shape every interaction within the organization (Rawat 2016). Fundamentally, each organization cultivates its unique culture, forming an independent community defined by its own distinctive values, beliefs, and strategic orientations (Diedrich 2017). In the hotel sector, service culture is defined as an agreed-upon set of values, beliefs, and behaviours that serve as guiding principles for personnel in providing great service to clients (Yusof, Rosnan and Shamsuddin 2020). It exemplifies the idea of giving a customized and welcome experience that is impacted by cultural norms and expectations (Choi, Oh, Choi and Kim 2021). This requires matching organizational practices to country culture in order to provide culturally sensitive and fulfilling visitor experiences (Nazarian, Velayati, Forouidi et al. 2021). Furthermore, service culture emphasizes the importance of marketing in providing exceptional service and promotes an atmosphere conducive to service excellence (Samatovich 2021). Within the hotel industry, it also plays a pivotal role in influencing organizational commitment by creating an atmosphere that fosters employee dedication to delivering exceptional service (Sarhan, Harb, Shrafat et al. 2020). Service excellence and customer satisfaction are prioritized in a service culture driven by overall quality management methods (Khan, Mirza and Khushnood 2020). In Ghana, customer loyalty is influenced by pleasure and joy, with an emphasis on giving visitors with unforgettable experiences (Anabila, Ameyibor, Allan et al. 2022). This culture is inextricably linked to national culture and ethical leadership, supporting staff commitment to service quality and customer satisfaction (Dimitriou 2023). In addition, the hotel service culture includes possibilities for ongoing enhancement in order to give improved guest experiences (Usmanova, Khusanova, Patanov, et al. 2022). Establishing a safety culture in hotels is building an atmosphere where safety is prioritized, assuring the safety of both guests and employees (Kuo, Cheng, Chang and Ying 2020). Following service recovery, the service culture in Ghanaian hotels focuses on re-establishing customer loyalty by exceeding expectations and promoting service quality (Ampong, Abubakari, Mohammed, et al. 2021). A service culture in the Pakistani hotel sector incorporates external knowledge, internal innovation, and open innovation to improve company performance and service quality (Hameed, Nisar and Wu 2021). Furthermore, developing a customer-centric corporate culture entails prioritizing customer satisfaction and delight in service delivery (Kao, Tsaur and Huang 2020). In the hotel business, sustainable service design emphasizes the relevance of service culture in producing eco-friendly and cus-

tomer-focused service experiences (Chen and Chen 2022). The influence of service culture on complaint behaviour in the hotel business in the digitalization era relies around adapting to cultural elements to successfully handle customer complaints (Wahyuni, Wardana, Yasa et al. 2020). likewise, culture in tourism within the Navajo territory highlights the unique experiences offered to travellers, underlining the blending of traditional Navajo culture with modern tourism (Jett 1990). Finally, the impact of culture in service recovery expectations highlights how cultural influences shape consumers' preferences and expectations in service interactions (Kanousi 2005). Marketing services via quality competition involves exceeding customer expectations and developing a service culture focused on offering greater value (Berry and Parasuraman 2004).

2.1.2 Complaint management — Complaint management is a complicated process that involves numerous characteristics in the context of the hotel sector, as detailed in the references given. Kumar and Kaur (2020) underline that it entails a systematic evaluation and the collection of extra insights to improve the management of client complaints inside hotels. Filip (2013) emphasizes its role in continuous learning and development, with a particular emphasis on increasing customer satisfaction through effective grievance resolution. Garding and Bruns (2015) discuss the significance of studying customer preferences and demands for determining the best routes for handling complaints in hotels. Tag-Eldeen (2018) underlines the importance of measuring the impact of complaints management systems inside hospitality firms, particularly in the setting of Egypt. likewise, Garding and Bruns (2015) argue for practices that allow effective complaint management, with the goal of optimizing how hotels handle customer complaints. Ferri (2018) emphasizes the changing nature of complaint handling within the hotel industry. Stauss and Seidel (2019) believe that customer-oriented hotels emphasize complaint handling in order to effectively satisfy client expectations. Schibrowsky and Lapidus (1994) advocate using complaints to obtain a competitive advantage, stressing their significance in improving hotel services. Parikh and Dutt (2022) explore the impact of employee demographics on complaint handling behavior in upmarket Dubai hotels. Ji (2008) delves into the performance evaluation of complaint management within closed-loop supply chains in hotels. Kroenke (2003) focuses on the management of patients presenting with somatic complaints within the hotel sector, emphasizing epidemiology, psychiatric co-morbidity, and appropriate care. Huang and Smith (1996) explore the relevance of complaint management in restaurants and its significance in understanding customer attributions related to service disconfirmation, which extends to the hotel industry. Bengül (2018) strives to quantify and grasp the quality of customer complaint handling in hotels across several aspects. Powers and Bendall-Lyon (2002) argue for leveraging complaint behaviour to improve service quality in hotels, emphasising its applicability. Okyere and Kumadey (2015) examine the management of service failures and consumer complaints at Ghanaian municipal hospitals, with implications for the hotel sector. Ergün and Kitapci (2018) explore the influence of cultural aspects on customer complaint behaviours in the Antalya/Manavgat tourism region, with implications for the hotel business. Finally, Galicic and Ivanovic (2008) recommend adopting the „learn model“ in tourism and hospitality management, including hotels, to successfully answer visitor concerns. These many points

of view combine to produce a thorough knowledge of complaint management in the hotel business, emphasizing its importance in improving customer satisfaction and service quality while preserving a competitive advantage.

2.1.3 Communication — Communication stands as a cornerstone in the hospitality sector, essential for seamless interactions. It encompasses a spectrum of behaviours and competencies crucial for meaningful engagements between employees and guests (Yang, Cheung and Li 2022). Rabiul, Shamsudin, Yean, et al. (2023) underscore the pivotal link between leadership styles and communication proficiency, emphasizing its direct impact on employee engagement levels. Meanwhile, Susilo and Santos (2023) delve into sustainable hotel operations, spotlighting how Accor Group leverages social media for marketing and customer engagement. Reza, Mubarik, Naghavi, et al. (2020) meticulously dissect the complexities of relationship marketing and communication within the hotel sector, emphasising the significance of developing and cultivating partnerships with third-party logistical providers to improve operational efficiency. González-Padilla and Lacárcel (2023) underline the importance of communication components in increasing awareness and sales, particularly when compared to search platforms, emphasizing successful marketing and engagement methods. Olugbemi, Ogungbayi et al. (2020) investigate the impact of information and communication technology (ICT) use on service delivery in the hotel industry, focusing on the impact on guest experiences and hotel operations. In the hotel sector, Hadi (2023) blends marketing communication, ecological knowledge, and value co-creation to improve guest happiness through effective value proposition conveyance. According to Fatima and Majeed (2023), exploitative leadership in the hotel business is linked to communication, notably conspiracy ideas and forgiving atmosphere, which might impact employee experiences. Jhaiyanuntana and Nomnian (2020) address intercultural communication challenges and strategies for Thai undergraduate hotel interns, addressing the difficulties and approaches to effective communication within a multicultural context. Liu-Lastres, Guo and Liu (2022) investigate hotel crisis communication on social media, examining how message appeal can affect guest perceptions and responses during times of crises or unexpected events. Santos-Jaén, León-Gómez, Ruiz-Palomo and colleagues (2022) address the influence of information and communication technologies (ICT) on performance and corporate social responsibility in hotel SMEs, stressing the significance of technology in hotel operations. Social media is discussed as a digital communications strategy for hotel firms in Cyprus by Papageorgiou, Marneros, et al. (2020), with an emphasis on marketing, customer interaction, and brand promotion. Menezes and Cavagnaro (2021) concentrate on communicating sustainable activities in the hotel business, with the goal of informing guests and stakeholders about environmentally friendly practices and projects. Yekina (2020) discusses professional communication in the hotel sector, urging for senior students to be trained in excellent communication skills and procedures in the hospitality industry. Mitterfellner (2019) investigates fashion marketing and communication methods in luxury hotels, comprising techniques for promoting luxury products and experiences to hotel guests and target markets. Borza (2018) investigates intercultural corporate communication in the luxury hotel business, focusing on successful communication techniques to maintain luxury as a distinct approach.

2.2 Importance-performance map — Martilla and James (1977) first introduced the Importance-Performance Analysis (IPA) framework, a tool in marketing for evaluating the significance of product or service attributes in relation to their actual performance.

IPA is an effective method in the hotel and tourism sectors to evaluate the importance of various service characteristics and their related performance levels. This method assesses consumer views comprehensively by graphing aspects based on their perceived relevance versus the actual performance offered by businesses (Lai and Hitchcock 2015; Azzopardi and Nash 2013). IPA's visual depiction assists in identifying areas of the industry that demand attention and development.

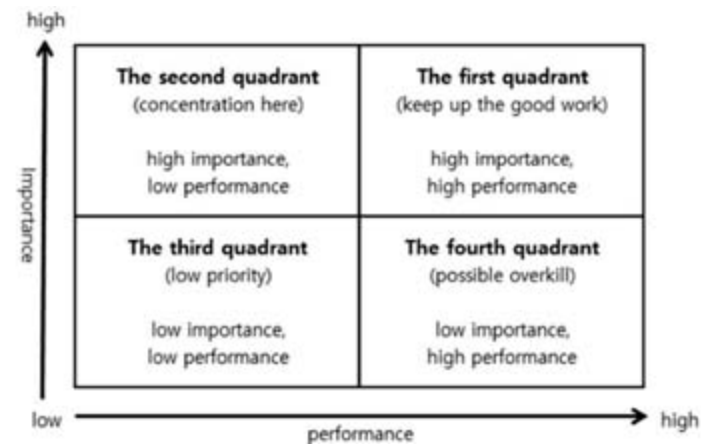


FIGURE 1: IMPORTANCE-PERFORMANCE MAP
SOURCE: KIM ET AL. (2019)

- | Concentrate here (high importance, low performance): This quadrant represents aspects of service that customers value but are currently failing. It might identify crucial areas for hotels and tourism, such as personalised experiences and prompt reaction, that require immediate attention (Chen, Murph and Knecht 2016).
- | Keep up the good work (high importance, high performance): Factors in this quadrant are regarded as strengths. Customers greatly value them, and they are supplied efficiently. This may include basic facilities and beneficial staff within the context of the hotel industry and tourism (Rahman and Islam 2018).
- | Possible overkill (low importance, high performance): This quadrant involves aspects that are deemed less critical by customers but are delivered effectively, indicating areas where resources could potentially be reallocated to focus on higher priority dimensions (Chu and Choi 2000; Liu and Zhang 2020).
- | Low priority (low importance, low performance): Elements in this quadrant are of low significance to customers and perform poorly. This might illustrate less crucial aspects in the hotel and tourist industries that use resources without providing significant value to the client experience (Fakfare and Manosuthi 2023).

In the context of hotels, it's worth mentioning some studies conducted using the IPA framework in various countries. Given the significance of applying this tool, IPA has

been utilised in In Switzerland, Chen, Murphy and Knecht (2016) conducted a study on the importance-performance analysis of smartphone applications for hotel chains, highlighting the crucial role these applications play in enhancing customer experience and overall performance in the hospitality industry. Meanwhile, Praničević, Garbin and Mandić (2020) carried out a similar analysis among small family-owned hotels in Croatia, emphasizing the contribution of information and communication technologies (ICTs) in improving hotel services. In Slovenia, Cvelbar and Dwyer (2013) explored sustainability factors in the long-term strategic planning of Slovenian hotels, underscoring the significance of sustainability in the long-term success of these establishments. Rahman and Islam (2018) focused on the Bangladeshi hotel industry, conducting an importance-performance analysis of service quality dimensions and highlighting the role of hotel managers in enhancing service quality. For our study, we will apply the IPA framework in hotels in Setif, Algeria, evaluating it in the context of relationship marketing and its dimensions. It is worth noting that our study in Setif, Algeria is unique and exclusive in its application of IPA in this specific context.

3 Methods — This research paper discusses a study that focuses on investigating the importance of adopting three dimensions of relationship marketing in rated hotels, specifically in the city of Setif. The study aims to understand the extent of adoption, identify the main factors affecting this adoption, and determine the benefits resulting from its implementation. Furthermore, the significance of the study lies in its potential contribution to the existing knowledge in the field of relationship marketing and hospitality, with a focus on improving customer satisfaction and loyalty.

Based on the results of the theoretical background of relationship marketing, the following hypotheses will be tested:

- | (H): The rated hotel establishments in Setif city adopt relationship marketing.
- | (H1): The rated hotels in Setif city adopt service culture.
- | (H2): The rated hotels in Setif city adopt communication.
- | (H3): The rated hotels in Setif city adopt complaints management.

3.1 Measurement — To achieve the study's objectives, the researchers adopted a descriptive approach focused on data collection, classification, and subsequent interpretation and analysis. Additionally, to evaluate the expected ease of use of the IPA tool in the field, they relied on the following studies: Martilla and James (1977), Lai and Hitchcock (2015) and Azzopardi and Nash (2013). Likewise, data were gathered using a questionnaire. All statements were quoted from prior studies - „Complaints Management“, „Service Culture“ and „Communication“ by Gronroos (1990), Tax et al. (1998), Yusof, Rosnan and Shamsuddin (2020) and Hadi (2023), respectively. All scale items were measured on a five-point Likert scale. For importance, the scale ranged from (1) „Not important at all“ to (5) „Very important“; for performance, it ranged from (1) „Strongly disagree“ to (5) „Strongly agree“.

3.2 Research sample — The rated hotel establishments in Setif City were selected as the research sites for data collection. An online questionnaire, created using Google Forms and validated by marketing experts, was distributed both electronically and manually to a sample of regular customers. A total of 100 questionnaires were

distributed, and 65 completed and valid responses were collected for analysis in the second semester of 2024.

At the beginning of the questionnaire, participants were provided with detailed information about the study's objectives and the nature of their participation. They were also informed about the voluntary nature of their involvement and assured of the confidentiality of their responses. Ethical guidelines were strictly followed throughout the study.

3.3 Analysis methods — After ensuring that the dataset was complete and devoid of missing and duplicate entries, we then conducted a thorough statistical analysis using SPSS (v27.01) software. Our analytical approach enabled us to extract meaningful results that were then visualized using detailed importance-performance maps using Excel 2022.

4 Results — **4.1 Internal consistency reliability of the study instrument** — Internal consistency reliability indicates the extent of the relationship between each dimension of the study tool and the overall mean of the questionnaire items.

Based on Table 1, we find that the correlation coefficients between the average of each dimension of the questionnaire and its overall average are statistically significant, where all calculated *r* values are statistically significant at a significance level of $\alpha \leq 0.05$ (Nunnally 1967). Therefore, the dimensions of the questionnaire are considered valid and reliable, and serve the intended purpose for which they were developed for measurement (Awang 2015).

Questionnaire domains		Correlation co-efficient (<i>r</i>)	Significance level (<i>sig</i>)	Decision
Importance of hotel adoption of relationship marketing	Service culture	1	0.000	Statistically significant
	Communication	0.502**	0.000	Statistically significant
	Complaint management	0.441**	0.000	Statistically significant
Hotel performance and application of relationship marketing	Service culture	0.568**	0.000	Statistically significant
	Communication	0.472**	0.000	Statistically significant
	Complaint management	0.498**	0.000	Statistically significant

TABLE 1: INTERNAL CONSISTENCY RELIABILITY RESULTS OF THE QUESTIONNAIRE

SOURCE: AUTHORS BASED ON SPSS V.27.01 OUTPUT

According to Table 2, it is evident that the Cronbach's alpha values for each dimension of the questionnaire are high, exceeding 0.60 (Awang 2015). Similarly, the Cronbach's Alpha value for all questionnaire items is estimated at 0.888, This indicates that the study instrument demonstrates a high level of reliability and is suitable for

analysis (Hair et al. 2010). This allows us to analyse its responses, interpret the results, and test the study hypotheses.

CSurvey dimensions	Number of items	Cronbach's alpha
Importance of hotel adoption of relationship marketing	12	0.788
Hotel performance and application of relationship marketing	12	0.838
All questionnaire items	24	0.888

TABLE 2: CRONBACH'S ALPHA VALUES FOR EACH DIMENSION OF THE QUESTIONNAIRE

SOURCE: AUTHORS BASED ON SPSS V.27.01 OUTPUT

4.2 Sample characteristics — Table 3 provides a comprehensive overview of the distribution of participating individuals according to gender, age, place of residence, educational level, income, and occupation. Out of 65 individuals, 69.2% were male, while 30.8% were female. The most common age group was over 50 years, constituting 43.1%, whereas the youngest age group (less than 20 years) accounted for the lowest percentage at 6.2%. 52.3% of the participants were university graduates, and 21.5% were pursuing postgraduate studies, with participants at the secondary level representing the lowest percentage at 12.3%. It is noteworthy that private sector employees were the most widespread among occupations at 20.0%, followed by senior executives at 13.8%. The income range of 30,001 to 60,000 Algerian Dinar was the most common at 35.4%, while the least common was less than 15,000 Algerian Dinar at 7.7%. The majority of individuals resided in Setif (53.8%). These data provide valuable insights into the demographics of the participant group for subsequent analyses and decision-making.

Variable	Description	Frequency	Percentage
Total respondents		65	100%
Gender	Male	45	69.2%
	Female	20	30.8%
Group age	Less than 20 years	4	6.2%
	20 to 29 years	16	24.6%
	30 to 39 years	10	15.4%
	40 to 50 years	7	10.8%
	Over 50 years	28	43.1%
Education level	Less than secondary	9	13.8%
	Secondary	8	12.3%
	University	34	52.3%
	Postgraduate studies	14	21.5%

Occupation	Student	5	7.7%
	Unemployed	3	4.6%
	Self-employed	7	10.8%
	Private sector	13	20.0%
	Public sector	6	9.2%
	Senior executive	9	13.8%
Income range	Less than 15,000 DZD	5	7.7%
	15,001 to 30,000 DZD	15	23.1%
	30,001 to 60,000 DZD	23	35.4%
	60,001 to 100,000 DZD	9	13.8%
	Over 100,000 DZD	13	20.0%
Residence	Inside Setif	35	53.8%
	Outside Setif	30	46.2%

TABLE 3: DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS (N = 65)
SOURCE: AUTHORS BASED ON SPSS V.27.01 OUTPUT

Table 4 provides a comprehensive overview of the researchers' perceptions regarding the average scores and standard deviations about the importance and performance of various aspects related to service culture, communication, and complaint management within the study's hotel environment.

Items	Mean	SD
SCI. Service culture – importance	4.385	0.40991
1.SCI1. The customer is the focal point of the hotel's operations.	4.4	0.607
2.SCI2. Employees' focus on providing excellent service to the customer.	4.54	0.502
3.SCI3. Good performance by employees enhances the benefit from the customer's experience.	4.42	0.727
4.SCI4. Employee satisfaction creates a positive service for customers and enables them to know their preferences and opinions.	4.4	0.746
SCP. Service culture – performance	4.2154	0.62793
5.SCP5. The hotel considers me as the central axis of its operations.	3.86	1.144
6.SCP6. Employees focus on providing excellent service to me.	4.28	0.82
7.SCP7. Good performance by employees enhances my experience with the hotel.	4.29	0.914
8.SCP8. Satisfaction gives me positive service and enables them to know my preferences and opinions.	4.43	0.706
CI. Communication – importance	4.4115	0.46231
1.CI1. Building a personal relationship between the customer and the establishment is of great importance to me.	4.4	0.607
2.CI2. It is necessary to communicate continuously with customers using modern communication methods.	4.28	0.761

3.CI3. The importance of using the appropriate tone of voice lies in ensuring the delivery of the message with the required quality.	4.46	0.561
4.CI4. Contacting the hotel at any time is easy.	4.51	0.562
CP. Communication – performance	4.1731	0.71660
5.CP5. The hotel contacts me regularly and periodically.	3.82	1.059
6.CP6. The hotel uses modern communication methods to contact me.	4.15	0.852
7.CP7. Using the appropriate tone of voice enables me to receive information effectively.	4.35	0.891
8.CP8. It is easy to contact the hotel at any time.	4.37	0.858
CMI. Complaint management – importance	4.3731	0.44221
1.CMI1. The hotel provides a system that addresses customer complaints.	4.28	0.625
2.CMI2. The skill of the employees enables them to identify customer problems through interaction.	4.38	0.722
3.CMI3. Specialized capabilities in hotel establishments allow for a reduction in customer complaints.	4.23	0.806
4.CMI4. Quick response to customer complaints and efficient processing.	4.6	0.581
CMP. Complaint management – performance	4.2045	0.60273
5.CMP5. The hotel provides a system that addresses to my complaints.	3.92	0.889
6.CMP6. The skill of the employees enables them to identify my problems through the specialized capabilities of the hotel.	4.17	0.928
7.CMP7. My Complaints are reduced and processed efficiently and effectively.	4.2	0.775
8.CMP8. There is a quick response to my complaints.	4.48	0.752

TABLE 4: MEAN AND SD RATINGS OF RM DIMENSIONS IMPORTANCE AND PERFORMANCE
SOURCE: AUTHORS BASED ON SPSS V.27.01 OUTPUT

Respondents assign high importance scores to service culture (mean: 4.44, standard deviation: 0.41), followed by communication (mean: 4.41, SD: 0.46), and finally complaint management (mean: 4.37, SD: 0.44). It is also noted that service culture receives the highest rating for performance (mean: 4.22, SD: 0.63), followed by communication (mean: 4.17, SD: 0.72), which receives slightly lower ratings compared to its importance. This suggests the need for improvement in this area. However, the performance of complaint management (mean: 4.20, SD: 0.60) is evaluated similarly to its perceived importance.

Overall, respondents emphasise the importance of these dimensions, highlighting the potential to enhance guest satisfaction and operational efficiency in the hotel environment by improving service culture, communication, and operational effectiveness. This is illustrated in Figures 1, 2, 3, and 4.

4.3 Hypotheses testing: Importance-performance analysis of relationship marketing dimensionss ——— To address the first sub-hypothesis, which is stated as:
Sub-hypothesis H1: The rated hotels in Setif city adopt service culture.

Based on Table 4, Figure 2 presents a detailed analysis of the importance-performance matrix for the service culture dimension in hotels. The analysis shows that Statements 1 and 5 fall in the first quadrant, labelled „focus here“, which indicates that while customers consider these aspects highly important, their performance is low. This discrepancy suggests that these areas, although central to hotel operations, are perceived as weaknesses and potential threats because they directly impact customer satisfaction.

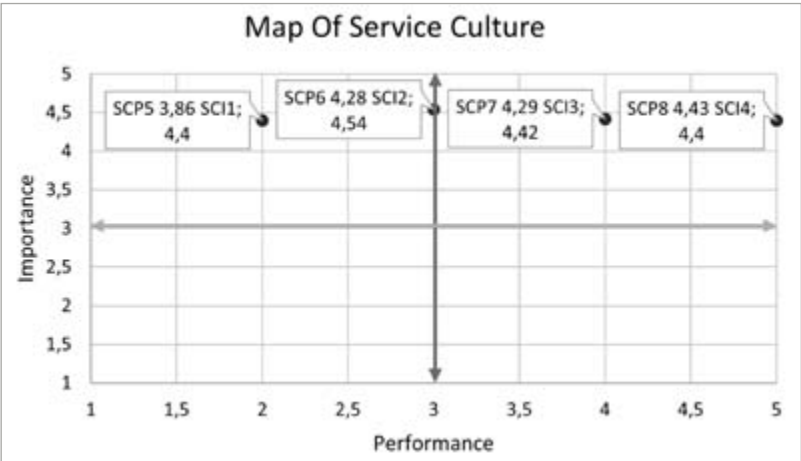


FIGURE 2: SERVICE CULTURE IMPORTANCE-PERFORMANCE MAP
SOURCE: AUTHORS BASED ON EXCEL 2022

Statements 2 and 6 are positioned between the first and second quadrants, representing the „keep up the good work“ zone. This placement indicates a relatively balanced relationship between importance and performance, though there is room for improvement to maintain or enhance this balance. Meanwhile, Statements 3 and 7 reside in the second quadrant, suggesting that effective employee performance results in positive service outcomes – a strength that should be maintained.

Statements 4 and 8 are located at the end of the second quadrant, suggesting that employee satisfaction enhances the customer’s experience. Consequently, it becomes imperative to ensure ongoing investment in this quadrant and prevent any decline in service quality. By staying attentive to these aspects, hotels can secure a strong alignment with customer expectations, delivering top-tier service and ultimately fostering enhanced customer satisfaction and loyalty.

These findings indicate that the hotels under study have successfully embraced the service culture dimension. This result supports the first sub-hypothesis, which states that the rated hotels in Setif adopt service culture.

To address the second sub-hypothesis, stated as follows:
Sub-hypothesis H2: The rated hotels in Setif city adopt communication.

Based on Table 4, Figure 3 presents an in-depth analysis of the importance-performance map for the communication dimension in hotels. The analysis reveals that Statements 1 and 5 are positioned in the first quadrant, labelled as „focus here“, indi-

cating that while these aspects are highly significant to customers in building strong relationships with the hotel, the hotel's efforts to maintain customer loyalty are unsatisfactory, thereby necessitating performance improvements.

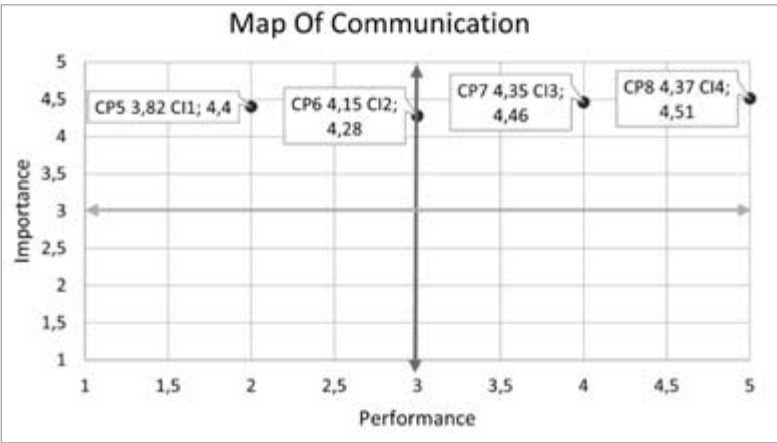


FIGURE 3: COMMUNICATION IMPORTANCE-PERFORMANCE MAP
SOURCE: AUTHORS BASED ON EXCEL 2022

Statements 2 and 6 are situated between the first and second quadrants, labelled as „keep up the good work“. This placement signifies that although the hotel's use of modern communication methods is commendable in both importance and performance, continuous monitoring is essential to ensure ongoing customer satisfaction. Statements 3 and 7 fall within the second quadrant, indicating that performance in these aspects meets customer expectations – a level that should be maintained and further developed.

Finally, Statements 4 and 8, located at the end of the second quadrant, highlight the ease of communication with the hotel, which is both highly important and well-executed, contributing to the provision of services with a high level of professionalism and efficiency.

These findings demonstrate that the hotels included in the study have effectively mastered the communication dimension. Therefore, we accept the second sub-hypothesis: the rated hotels in Setif city adopt communication.

To address the third sub-hypothesis, stated as follows:
Sub-hypothesis H3: The rated hotels in Setif city adopt complaint management.

Through Table 4, Figure 4 presents the results of an analysis of the importance-performance map for the complaint management dimension. The analysis indicates that Statements 1 and 5 are positioned in the first quadrant, labelled as „focus here“, which highlights that the hotels' performance in providing a dedicated system for customer complaints is weak relative to its importance.

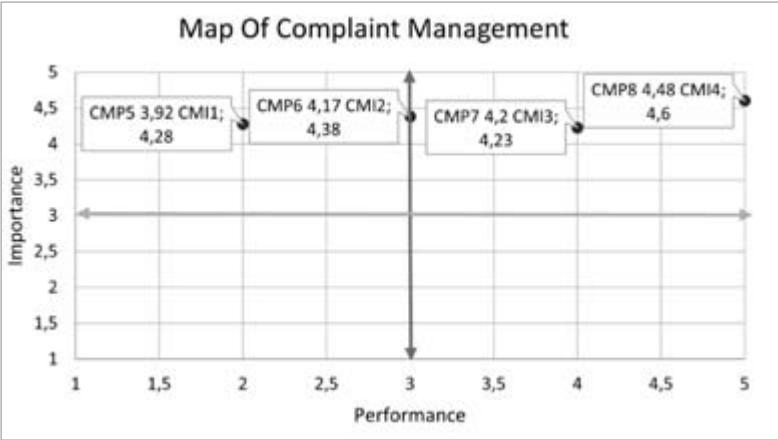


FIGURE 4: COMPLAINT MANAGEMENT IMPORTANCE-PERFORMANCE MAP
SOURCE: AUTHORS BASED ON EXCEL 2022

Based on the results from Table 4 and the illustrations in Figures 2, 3, 4, and 5, we can accept the main hypothesis, which posits that the rated hotels in Setif city adopt relationship marketing.

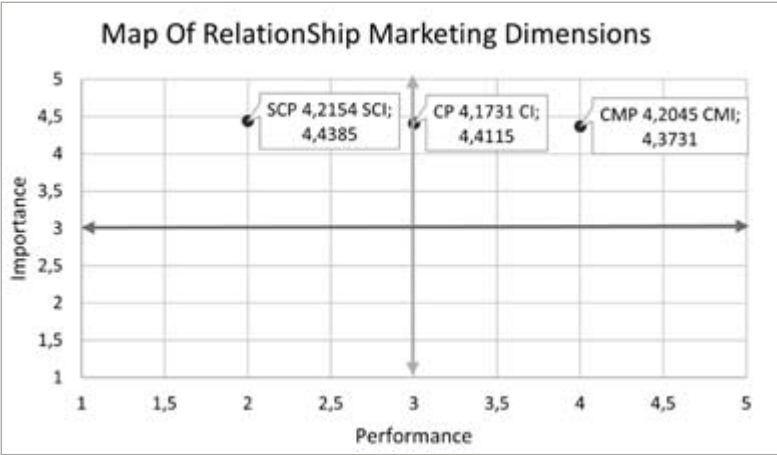


FIGURE 5: RELATIONSHIP MARKETING DIMENSIONS' IMPORTANCE-PERFORMANCE MAP
SOURCE: AUTHORS BASED ON EXCEL 2022

Statements 2 and 6 are situated between the first and second quadrants, labelled as „keep up the good work“. This area represents a balance between performance and importance, albeit with a slight shift toward the second quadrant, suggesting high performance in the employees’ ability to identify customer issues.

Statements 3 and 7 are located in the second quadrant, demonstrating that the hotels perform well in reducing complaints by leveraging their specialized capabilities.

Lastly, Statements 4 and 8 are centralized at the end of the second quadrant, reinforcing that the hotels excel in promptly responding to and efficiently handling customer complaints.

Overall, these findings confirm that the hotels included in the study have effectively implemented complaint management practices. Therefore, we accept the third sub-hypothesis: the rated hotels in Setif city adopt complaint management.

Finally, To address the main-hypothesis, stated as:
Main hypothesis H: The rated hotels in Setif city adopt relationship marketing.

Figure 5 presents the results of the importance-performance analysis for all dimensions of relationship marketing (service culture, communication and complaint management). It is important to note that all dimensions are located in the upper quadrants. Based on the findings from Table 4 regarding their performance and importance, we observe that service culture is positioned in the first quadrant, indicating high importance but low performance. In contrast, communication is situated along the balance line between the first and second quadrants, ultimately leaning toward the latter. Meanwhile, complaint management is positioned in the second quadrant.

The hotels under study should strive to maintain these dimensions within the upper quadrants. In particular, they should focus on enhancing the performance of service culture while ensuring that communication remains a vital link between customers and the hotel.

5 Discussion — This study makes important theoretical and practical contributions by proposing a research framework focused on a single independent variable: the extent of relationship marketing adoption through its three key dimensions – service culture, communication, and complaint management – in rated hotels in Setif, Algeria. An IPA map was used to visualize and evaluate these dimensions.

The primary hypothesis posits that the selected hotels adopt relationship marketing. Both descriptive statistics and IPA results indicate that all three dimensions – service culture, communication, and complaint management – are significant and exhibit above-average performance.

The three sub-hypotheses specifically address the adoption of service culture, communication, and complaint management by the hotels under study. As shown in Table 4 and illustrated in Figure 5 and Sub-figures 2, 3, and 4, the findings reveal that service culture holds the highest significance among the dimensions. This is further supported by Figure 3, which indicates notably strong performance for service culture. In contrast, the communication dimension, while important, demonstrates relatively lower performance, as evidenced by its placement in the high-performance quadrant in Figures 3 and 5. Conversely, the complaint management dimension is positioned as average in terms of both performance and importance, as depicted in Figures 4 and 5.

Overall, these results suggest that the rated hotels in Setif have achieved a high level of relationship marketing adoption, with all dimensions valued and effectively implemented, thereby contributing to a robust state of relationship-based marketing.

Upon reviewing the existing literature, it becomes evident that few studies in the hotel sector have employed IPA to present their findings. While numerous studies address various aspects of relationship marketing, most have not utilized this methodology. Notably, studies such as Praničević, Garbin and Mandić (2020) exam-

ined the role of Information and Communication Technologies (ICTs) in enhancing customer satisfaction in small family-owned hotels by identifying crucial ICT tools and assessing their performance in improving customer service and operational efficiency. Similarly, Rahman and Islam (2018) applied IPA to assess service quality dimensions in the Bangladeshi hotel industry, and Cvelbar and Dwyer (2013) used IPA to analyze sustainability factors in Slovenian hotels for long-term strategic planning. These studies demonstrate how IPA can pinpoint strengths and weaknesses from both managerial and customer perspectives, helping to identify gaps that require attention for long-term success.

Furthermore, studies by Lai and Hitchcock (2015) and Azzopardi and Nash (2013) illustrate methodological consistency in IPA applications, offering robust solutions that enhance the reliability of results in tourism research. In contrast, a comprehensive review of IPA methodology in tourism management has called for standardized applications across studies to ensure comparability and address potential biases or limitations in future research.

6 Conclusion — The primary objective of any organization – regardless of industry – is to maintain a strong market presence and achieve long-term profitability. In today's climate of intense competition and market saturation, organizations continuously seek strategies to outperform their rivals. The tourism and hospitality industry is no exception; it is characterized by fierce competition, rapid market evolution, and rising customer expectations. Consequently, hotel managers are increasingly adopting relationship marketing as a strategic tool to foster customer satisfaction and cultivate long-term loyalty.

This study examines the extent to which rated hotels in Setif, Algeria, have embraced relationship marketing practices. By employing an IPA, the research uncovers valuable insights into the key dimensions of relationship marketing. The findings reveal that certain attributes hold greater significance for customers, thereby pinpointing critical areas where hotels should concentrate their efforts. Moreover, the analysis identifies gaps between the perceived importance of specific attributes and their actual performance, suggesting clear opportunities for improvement.

To better align their relationship marketing strategies with customer expectations, it is recommended that hotels in Setif focus on several key actions: enhancing communication channels, implementing more effective systems for managing customer complaints, and fostering a robust service culture among employees. These initiatives have the potential to boost customer service and drive long-term guest loyalty.

Future research should consider exploring additional dimensions of relationship marketing to build upon the findings of this study. Furthermore, investigating the relationship between relationship marketing and other organizational variables could yield deeper insights into how these strategies contribute to the overall success of hotels in competitive markets.

Literatúra | List of References — [1] Abeza, G., O'Reilly, N., Finch, D. and Séguin, B., 2020. The role of social media in the co-creation of value in relationship marketing: A multi-domain study. In: *Journal of Strategic Marketing*. 2020, 28(3), 236-256. ISSN 0965-254X. Available at: <<https://doi.org/10.1080/0965254X.2018.1540496>> | [2] Amoako, G. K., Kutu-Adu,

S. G. and Caesar, L. D., 2019. Relationship marketing and repurchase intention in Ghana's hospitality industry: An empirical examination of trust and commitment. In: *Journal of Relationship Marketing*. 2019, 18(1), 17-37. ISSN 1533-2667. Available at: <<https://doi.org/10.1080/15332667.2018.1534059>> | [3] Ampong, G. O. A., Abubakari, A. and Mohammed, M., 2021. Exploring customer loyalty following service recovery: A replication study in the Ghanaian hotel industry. In: *Journal of Hospitality and Tourism Insights*. 2021, 4(2), 123-139. ISSN 2514-9792. Available at: <<https://doi.org/10.1108/JHTI-03-2020-0034>> | [4] Anabila, P., Ameyibor, L. E. K. and Allan, M. M., 2022. Service quality and customer loyalty in Ghana's hotel industry: The mediation effects of satisfaction and delight. In: *Journal of Quality Assurance in Hospitality & Tourism*. 2022, 23(1), 1-22. ISSN 1528-008X. Available at: <<https://doi.org/10.1080/1528008X.2021.1913691>> | [5] Awang, Z., 2015. SEM made simple: A gentle approach to learning Structural Equation Modelling. MPWS Rich Publication, 2015. ISBN 978-967-12581-7-0. | [6] Azzopardi, E. and Nash, R., 2013. A critical evaluation of importance-performance analysis. In: *Tourism Management*. 2013, 35, 222-233. ISSN 0261-5177. Available at: <<https://doi.org/10.1016/j.tourman.2012.07.007>> | [7] Bengül, S. S., 2018. Customer complaint management quality: Measurement and dimensions. In: Doğanalp, N. and Yücel, M. D. (Eds.), 2022. *Social sciences researches in the globalizing world*, Gece Kitaplığı, 116-130. ISBN 978-605-288-356-0. [online]. [cit. 2025-02-20]. Available at: <https://www.researchgate.net/profile/Nihat-Doganalp/publication/329443024_A_Survey_on_Youth_Unemployment_in_the_Axis_of_Turkey's_Employment_Policy_Chapter_64_-_pp_822-837/links/5c08ce9b4585157ac1ab14f1/A-Survey-on-Youth-Unemployment-in-the-Axis-of-Turkeys-Employment-Policy-Chapter-64-pp_822-837.pdf#page=116> | [8] Berry, L. L., 1995. Relationship marketing of services-growing interest, emerging perspectives. In: *Journal of the Academy of Marketing Science*. 1995, 23(4), 236-245. ISSN 0092-0703. Available at: <<https://doi.org/10.1177/009207039502300402>> | [9] Berry, L. L. and Parasuraman, A., 1991. *Marketing services: Competing through quality*. Free Press, 1991. ISBN 978-0029030790. | [10] Boateng, S. L., 2019. Online relationship marketing and customer loyalty: A signaling theory perspective. In: *International Journal of Bank Marketing*. 2019, 37(1), 292-313. ISSN 0265-2323. Available at: <<https://doi.org/10.1108/IJBM-01-2018-0009>> | [11] Borza, V., 2018. Intercultural corporate communication in the luxury hotel industry. In: Pirker, B. P. M. and Pfaller, M. (Eds.), 2018. *Luxus als Distinktionsstrategie*, Springer Fachmedien Wiesbaden, 213-232. ISBN 978-3-658-21569-9. [online]. [cit. 2025-02-20]. Available at: <https://doi.org/10.1007/978-3-658-21569-9_21> | [12] Casais, B., Fernandes, J. and Sarmento, M., 2020. Tourism innovation through relationship marketing and value co-creation: A study on peer-to-peer online platforms for sharing accommodation. In: *Journal of Hospitality and Tourism Management*. 2020, 43, 93-104. ISSN 1447-6770. Available at: <<https://doi.org/10.1016/j.jhtm.2020.02.003>> | [13] Chen, M. M., Murphy, H. C. and Knecht, S., 2016. An importance-performance analysis of smartphone applications for hotel chains. In: *Journal of Hospitality and Tourism Management*. 2016, 29, 69-79. ISSN 1447-6770. Available at: <<https://doi.org/10.1016/j.jhtm.2016.05.001>> | [14] Chen, Y. A. and Chen, C. L., 2022. Case study of sustainable service design in the hospitality industry. In: *Chinese Management Studies*. 2022, 16(1), 1-20. ISSN 1750-614X. Available at: <<https://doi.org/10.1108/CMS-08-2020-0320>> | [15] Choi, Y., Oh, M., Choi, M. and Kim, S., 2021. Exploring the influence of culture on tourist experiences with robots in service delivery environment. In: *Current Issues in Tourism*. 2021, 24(7), 893-910. ISSN 1368-3500. Available at: <<https://doi.org/10.1080/13683500.2020.1735318>> | [16] Chu, R. K. S. and Choi, T., 2000. An importance-performance analysis of hotel selection factors in the Hong Kong hotel industry: A comparison of business and leisure travellers. In: *Tourism Management*. 2000, 21(4), 363-377. ISSN 0261-5177. Available at: <[https://doi.org/10.1016/S0261-5177\(99\)00070-9](https://doi.org/10.1016/S0261-5177(99)00070-9)> | [17] Crosby, L. A., Evans, K. R. and Cowles, D., 1990. Relationship quality in services selling: An interpersonal influence perspective. In: *Journal of Marketing*. 1990, 54(3), 68-81. ISSN 0022-2429. Available at: <<https://doi.org/10.1177/002224299005400306>> | [18] Cvelbar, L. K. and Dwyer, L., 2013. An importance-performance analysis of sustainability factors for long-term strategy planning in Slovenian hotels. In: *Journal of Sustainable Tourism*. 2013, 21(3), 487-504. ISSN 0966-9582. Available at: <<https://doi.org/10.1080/09669582.2012.713965>> | [19] Dejan, S., Marija, M. and Jasmina, O., 2022. Application of ICT in the process of CRM implementation in the hotel industry. In: *Innovative Aspects of Development*. 2022, 2(26), 22-30. ISSN 2712-7839. Available at: <<https://elibrary.ru/item.asp?id=49226310>> | [20] Diedrich, M., 2017. Adapting a corporate culture to the changing circumstances – cultural change through social media. In: *Marketing Science & Inspirations*. 2017, 12(1), 2-10. ISSN 1338-7944. | [21] Dimitriou, C. K., 2023. The critical role that national culture and ethical leadership play in fostering employee commitment to service quality in the hotel industry. In: *Research in Hospitality Management*. 2023, 13(1),

1-10. ISSN 2224-3534. Available at: <<https://doi.org/10.1080/22243534.2022.2133770>> | [22] Ergün, G. S. and Kitapci, O., 2018. The impact of cultural dimensions on customer complaint behaviours: An exploratory study in Antalya/Manavgat tourism region. In: International Journal of Culture, Tourism and Hospitality Research. 2018, 12(4), 385-399. ISSN 1750-6182. Available at: <<https://doi.org/10.1108/IJCTHR-01-2017-0010>> | [23] Fakfare, P. and Manosuthi, N., 2023. Examining the influential components of tourists' intention to use travel apps: The importance-performance map analysis. In: Journal of Hospitality and Tourism Insights. 2023, 6(1), 1-20. ISSN 2514-9792. Available at: <<https://doi.org/10.1108/JHTI-02-2022-0079>> | [24] Fatima, T. and Majeed, M., 2023. Detriments of exploitative leadership in the hotel industry: Role of conspiracy beliefs and forgiveness climate. In: International Journal of Contemporary Hospitality Management. 2023, 35(2), 1-20. ISSN 0959-6119. Available at: <<https://doi.org/10.1108/IJCHM-12-2021-1519>> | [25] Ferri, E., 2018. The evolving practice of complaint management. Bloomberg Law. 2018. [online]. [cit. 2025-02-20]. Available at: <https://promontory.com:3000/static/pdf/1560176796_The_Evolving_Practice_of_Complaint_Management.pdf> | [26] Filip, A., 2013. Complaint management: A customer satisfaction learning process. In: Procedia – Social and Behavioral Sciences. 2013, 93, 271-275. ISSN 1877-0428. Available at: <<https://doi.org/10.1016/j.sbspro.2013.09.187>> | [27] Galičić, V. and Ivanović, S., 2008. Using the „LEARN model“ to resolve guest complaints. In: Tourism and Hospitality Management. 2008, 14(2), 323-334. ISSN 1330-7533. Available at: <<https://hrcak.srce.hr/clanak/266789>> | [28] Garding, S. and Bruns, A., 2015. Complaint management and channel choice: An analysis of customer perceptions. In: Complaint Management and Channel Choice. 2015, 1-19. ISBN 978-3-319-18179-0. Available at: <https://doi.org/10.1007/978-3-319-18179-0_1> | [29] Garding, S. and Bruns, A., 2015. Moving towards successful complaint management. In: Complaint Management and Channel Choice. 2015, 21-38. ISBN 978-3-319-18179-0. Available at: <https://doi.org/10.1007/978-3-319-18179-0_2> | [30] Gilboa, S., Seger-Guttmann, T. and Mimran, O., 2019. The unique role of relationship marketing in small businesses' customer experience. In: Journal of Retailing and Consumer Services. 2019, 50, 101963. ISSN 0969-6989. Available at: <<https://doi.org/10.1016/j.jretconser.2019.101963>> | [31] González-Padilla, P. and Lacárcel, F. J. S., 2023. Communication factors to increase awareness and sales in the hotel industry versus search platforms. In: Tourism, Hospitality & Event Management. 2023, 135-152. ISBN 978-3-031-31682-1. Available at: <https://doi.org/10.1007/978-3-031-31682-1_7> | [32] Grönroos, C., 1990. Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. In: Journal of Business Research. 1990, 20(1), 3-11. ISSN 0148-2963. Available at: <[https://doi.org/10.1016/0148-2963\(90\)90037-E](https://doi.org/10.1016/0148-2963(90)90037-E)> | [33] Grönroos, C., 1997. From marketing mix to relationship marketing—towards a paradigm shift in marketing. In: Management Decision. 1997, 35(4), 322-339. ISSN 0025-1747. Available at: <<https://doi.org/10.1108/00251749710169729>> | [34] Hadi, A. S., 2023. The role of integrated marketing communication, ecological knowledge and co-creation of value toward visitor satisfaction in the hotel industry. In: Asian Management and Business Review. 2023, 3(1), 48-59. ISSN 2746-1688. Available at: <<https://doi.org/10.20885/AMBR.vol3.iss1.art5>> | [35] Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E., 2010. Multivariate data analysis. Prentice Hall, 2010. ISBN 978-0-13-813263-7. | [36] Hamadouche, S., 2020. The impact of service quality on customer's satisfaction in the hotel industry: A case study of EL DJAZAIR Hotel. In: Review of Human Sciences. 2020, 20(2), 927-948. ISSN 1112-6859. Available at: <<https://www.asjp.cerist.dz/en/downArticlepdf/41/20/2/148349>> | [37] Hameed, W. U., Nisar, Q. A. and Wu, H. C., 2021. External knowledge, internal innovation, firms' open innovation performance, service innovation and business performance in the Pakistani hotel industry. In: International Journal of Hospitality Management. 2021, 92, 102745. ISSN 0278-4319. Available at: <<https://doi.org/10.1016/j.ijhm.2020.102745>> | [38] Hendriyani, C. and Auliana, L., 2018. Transformation from relationship marketing to electronic customer relationship management: A literature study. In: Review of Integrative Business and Economics Research. 2018, 7, 133-146. ISSN 2304-1013. | [39] Hogberg, K., 2015. Social media marketing in hotel organizations and the process of creating value in a cross-cultural environment – An international case study. In: Marketing Science & Inspirations. 2015, 10(4), 6-17. ISSN 1338-7944. | [40] Huang, C. H. and Smith, K., 1996. Complaint management: Customers' attributions regarding service disconfirmation in restaurants. In: Journal of Restaurant & Foodservice Marketing. 1996, 1(3-4), 3-24. ISSN 1055-9285. Available at: <https://doi.org/10.1300/J061v01n03_02> | [41] Jett, S. C., 1990. Culture and tourism in the Navajo country. In: Journal of Cultural Geography. 1990, 11(1), 99-116. ISSN 0887-3631. Available at: <<https://doi.org/10.1080/08873639009478439>> | [42] Jhaiyanuntana, A. and Nomnian, S., 2020. Intercultural communication challenges and strategies for Thai undergraduate hotel interns.

In: PASAA: Journal of Language Teaching and Learning in Thailand. 2020, 59, 204-235. ISSN 0125-2488. Available at: <<https://eric.ed.gov/?id=EJ1240001>> | [43] Ji, G., 2008. Performance evaluation of complaint management and virtual enterprise in closed-loop supply chains by using exergoeconomics and extenics. In: International Journal of Services and Operations Management. 2008, 4(3), 295-314. ISSN 1744-2370. Available at: <<https://doi.org/10.1504/IJ-SOM.2008.017299>> | [44] Jobber, D. and Ellis-Chadwick, F., 2019. Principles and practice of marketing. McGraw-Hill Education, 2019. ISBN 978-1-26-008795-6. | [45] Kanousi, A., 2005. An empirical investigation of the role of culture on service recovery expectations. In: Managing Service Quality: An International Journal. 2005, 15(1), 57-69. ISSN 0960-4529. Available at: <<https://doi.org/10.1108/09604520510575263>> | [46] Kao, C. Y., Tsaur, S. H. and Huang, C. C., 2020. The scale development of organizational culture on customer delight. In: International Journal of Contemporary Hospitality Management. 2020, 32(2), 515-534. ISSN 0959-6119. Available at: <<https://doi.org/10.1108/IJCHM-02-2019-0128>> | [47] Khan, R. U., Salamzadeh, Y., Iqbal, Q. et al., 2022. The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. In: Journal of Relationship Marketing. 2022, 21(1), 67-88. ISSN 1533-2667. Available at: <<https://doi.org/10.1080/15332667.2020.1840904>> | [48] Khan, R. A., Mirza, A. and Khushnood, M., 2020. The role of total quality management practices on operational performance of the service industry. In: International Journal for Quality Research. 2020, 14(2), 399-416. ISSN 1800-6450. | [49] Kim, J. J., Lee, Y. and Han, H., 2019. Exploring competitive hotel selection attributes among guests: An importance-performance analysis. In: Journal of Travel and Tourism Marketing. 2019, 36(9), 998-1011. ISSN 1054-8408. Available at: <<https://doi.org/10.1080/10548408.2019.1683484>> | [50] Kotler, P., 2003. A framework for marketing management. Pearson Education India, 2003. ISBN 978-0131452587. | [51] Kroenke, K., 2003. Patients presenting with somatic complaints: Epidemiology, psychiatric co-morbidity, and management. In: International Journal of Methods in Psychiatric Research. 2003, 12(1), 34-43. ISSN 1049-8931. Available at: <<https://doi.org/10.1002/mp.140>> | [52] Kumar, A. and Kaur, A., 2020. Complaint management – Review and additional insights. In: International Journal of Scientific & Technology Research. 2020, 9(6), 164-170. ISSN 2277-8616. Available at: <https://www.researchgate.net/publication/352643322_Complaint_Management-Review_And_Additional_Insights> | [53] Kuo, N. T., Cheng, Y. S., Chang, K. C. and Ying, W. H., 2020. Establishing a measurement scale for safety culture in the hotel industry. In: Journal of Hospitality and Tourism Management. 2020, 44, 184-192. ISSN 1447-6770. Available at: <<https://doi.org/10.1016/j.jhtm.2020.06.007>> | [54] Lai, I. K. W. and Hitchcock, M., 2015. Importance-performance analysis in tourism: A framework for researchers. In: Tourism Management. 2015, 48, 242-267. ISSN 0261-5177. Available at: <<https://doi.org/10.1016/j.tourman.2014.11.006>> | [55] Liu, X. and Zhang, N., 2020. Research on customer satisfaction of budget hotels based on revised IPA and online reviews. In: Science Journal of Business and Management. 2020, 8(2), 50-56. ISSN 2331-0626. Available at: <<https://doi.org/10.11648/j.sjbm.20200802.11>> | [56] Liu-Lastres, B., Guo, Y. and Liu, H., 2022. Hotel crisis communication on social media: Effects of message appeal. In: Anatolia. 2022, 33(3), 402-415. ISSN 1303-2917. Available at: <<https://doi.org/10.1080/13032917.2022.2119590>> | [57] Martilla, J. A. and James, J. C., 1977. Importance-performance analysis. In: Journal of Marketing. 1977, 41(1), 77-79. ISSN 0022-2429. Available at: <<https://doi.org/10.1177/002224297704100112>> | [58] Menezes, V. de O. and Cavagnaro, E., 2021. Communicating sustainable initiatives in the hotel industry: The case of the Hotel Jakarta Amsterdam. In: Handbook of Research on the Role of Tourism in Achieving Sustainable Development Goals, IGI Global, 2021, 215-230. ISBN 978-1799856917. Available at: <<https://doi.org/10.4018/978-1-7998-5691-7.ch013>> | [59] Mitterfellner, O., 2019. Fashion marketing and communication: Theory and practice across the fashion industry. Routledge, 2019. ISBN 978-0429451591. Available at: <<https://doi.org/10.4324/9780429451591>> | [60] Narteh, B., Agbemabiese, G. C., Kodua, P. and Braimah, M., 2013. Relationship marketing and customer loyalty: Evidence from the Ghanaian luxury hotel industry. In: Journal of Hospitality Marketing and Management. 2013, 22(4), 407-436. ISSN 1936-8623. Available at: <<https://doi.org/10.1080/19368623.2012.660564>> | [61] Nash, R. and Azzopardi, E., 2013. A critical evaluation of importance-performance analysis. In: Tourism Management. 2013, 35, 272-282. ISSN 0261-5177. Available at: <<https://doi.org/10.1016/j.tourman.2012.07.009>> | [62] Nazarian, A., Velayati, R., Foroudi, P. et al., 2021. Organizational justice in the hotel industry: Revisiting GLOBE from a national culture perspective. In: International Journal of Contemporary Hospitality Management. 2021, 33(8), 2707-2728. ISSN 0959-6119. Available at: <<https://doi.org/10.1108/IJCHM-04-2021-0449>> | [63] Nunnally, J. C., 1967. Psychometric Theory. New York: McGraw-Hill, 1967. ISBN 978-0070474659. | [64] Okyere, I. and Kumadey, G., 2015. An assessment of

service failures and customer complaints management in the delivery of health care in the municipal hospitals in Ghana. In: International Journal of Business Marketing and Management. 2015, 1(5), 25-35. ISSN 2456-4559. | [65] Olugbemi, M. T., Ogungbayi, G. B. and Adeyemi, A., 2020. Effect of information and communication technology usage on service delivery in hotel industries in Abeokuta Metropolis of Ogun State, Nigeria. In: KIU Journal of Humanities. 2020, 5(2), 45-58. ISSN 2415-0843. | [66] Papageorgiou, G., Marneros, S. and Christou, P., 2020. Social media as a digital communications strategy: The case of hotel enterprises in Cyprus. In: IEEE Communications Standards Magazine,. 2020, 4(2), 24-31. ISSN 2471-2833. Available at: <https://doi.org/10.1109/MCOMSTD.2020.9101261> | [67] Parikh, P. and Dutt, C. S., 2022. Impacts of staff demographics on complaint management behaviour in five-star hotels in Dubai. In: International Hospitality Review. 2022, 36(1), 78-93. ISSN 2516-8142. Available at: <https://doi.org/10.1108/IHR-03-2021-0016> | [68] Powers, T. L. and Bendall-Lyon, D., 2002. Using complaint behavior to improve quality through the structure and process of service delivery. In: Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior. 2002, 15, 30-42. ISSN 0899-8620. | [69] Praničević, D. G. and Mandić, A., 2020. ICTs in the hospitality industry: An importance-performance analysis among small family-owned hotels. In: Tourism: An International Interdisciplinary Journal. 2020, 68(4), 422-435. ISSN 1332-7461. | [70] Rabiul, M. K., Shamsudin, F. M., Yean, T. F. and Hassan, H., 2023. Linking leadership styles to communication competency and work engagement: Evidence from the hotel industry. In: Journal of Hospitality and Tourism Insights. 2023, 6(1), 112-130. ISSN 2514-9792. Available at: <https://doi.org/10.1108/JHTI-09-2021-0247> | [71] Rahman, M. and Islam, R., 2018. Importance-performance analysis of service quality dimensions for the Bangladeshi hotel industry. In: International Journal of Business and Systems Research. 2018, 12(4), 365-384. ISSN 1751-200X. Available at: <https://doi.org/10.1504/IJBSR.2018.095065> | [72] Ravald, A. and Grönroos, C., 1996. The value concept and relationship marketing. In: European Journal of Marketing. 1996, 30(2), 19-30. ISSN 0309-0566. Available at: <https://doi.org/10.1108/03090569610106626> | [73] Rawat, S. K., 2016. Managing your customer centric initiatives. In: Marketing Science & Inspirations. 2016, 11(3), 30-41. ISSN 1338-7944. | [74] Reza, S., Mubarik, M. S., Naghavi, N. and Ali, M., 2020. Relationship marketing and third-party logistics: Evidence from the hotel industry. In: Journal of Hospitality and Tourism Insights. 2020, 3(4), 429-445. ISSN 2514-9792. Available at: <https://doi.org/10.1108/JHTI-07-2019-0095> | [75] Salem, S. F., 2021. Do relationship marketing constructs enhance consumer retention? An empirical study within the hotel industry. In: SAGE Open. 2021, 11(2), 1-14. ISSN 2158-2440. Available at: <https://doi.org/10.1177/21582440211009224> | [76] Samatovich, R. S., 2021. Importance of marketing in tourism and hotel industry. In: International Journal of Business, Technology and Organizational Behavior. 2021, 1(2), 78-85. ISSN 2775-4936. | [77] Santos-Jaén, J. M., León-Gómez, A., Ruiz-Palomo, D. and García-Lopera, F., 2022. Exploring information and communication technologies as driving forces in hotel SMEs performance: Influence of corporate social responsibility. In: Mathematics. 2022, 10(19), 3629. ISSN 2227-7390. Available at: <https://doi.org/10.3390/math10193629> | [78] Sarhan, N., Harb, A., Shrafat, F. and Al-Kilani, M. H., 2020. The effect of organizational culture on the organizational commitment: Evidence from hotel industry. In: Management Science Letters. 2020, 10(15), 3571-3580. ISSN 1923-9343. | [79] Schibrowsky, J. A. and Lapidus, R. S., 1994. Gaining a competitive advantage by analyzing aggregate complaints. In: Journal of Consumer Marketing. 1994, 11(3), 35-47. ISSN 0736-3761. Available at: <https://doi.org/10.1108/07363769410053664> | [80] Sheth, J. N. and Parvatiyar, A., 1995. The evolution of relationship marketing. In: International Business Review. 1995, 4(4), 397-418. ISSN 0969-5931. Available at: <https://doi.org/10.1016/0969-5931(95)00018-6> | [81] Sousa, B. M. and Alves, G. M., 2019. The role of relationship marketing in behavioral intentions of medical tourism services and guest experiences. In: Journal of Hospitality and Tourism Insights. 2019, 2(4), 345-359. ISSN 2514-9792. Available at: <https://doi.org/10.1108/JHTI-05-2018-0032> | [82] Stauss, B. and Seidel, W., 2019. Complaint management in a customer-oriented firm. In: Stauss, B. and Seidel, W. (Eds.), 2019. Effective complaint management: The business case for customer satisfaction, Springer, 3-29. ISBN 978-3-319-98704-0. Available at: <https://doi.org/10.1007/978-3-319-98705-7_1> | [83] Susilo, D. and Santos, M. C. K., 2023. Digital marketing communication sustainable hotel practice of Accor Group in social media. In: International Journal of Economic, Business and Accounting Research. 2023, 7(1), 123-134. ISSN 2614-1280. | [84] Tag-Eldeen, A., 2018. Assessing the impact of complaints management system in hospitality organizations in Egypt: A customer-organization perspective. Ottoman: In: Journal of Tourism and Management Research. 2018, 3(2), 15-28. ISSN 2617-1121. | [85] Tax, S. S., Brown, S. W. and Chandrashekar, M., 1998. Customer evaluations of service complaint experiences: Implications for relationship marketing.

In: Journal of Marketing. 1998, 62(2), 60-76. ISSN 0022-2429. Available at: <https://doi.org/10.1177/002224299806200205> | [86] Thaichon, P., Liyanarachchi, G., Quach, S., Weaven, S. and Bu, Y., 2019. Online relationship marketing: Evolution and theoretical insights into online relationship marketing. In: Marketing Intelligence & Planning. 2019, 38(5), 578-593. ISSN 0263-4503. Available at: <https://doi.org/10.1108/MIP-04-2019-0232> | [87] Usmanova, N. M., Khusanova, K., Patanov, N. and Tursunov, B., 2022. Opportunities for improving hotel service. In: Barqarorlik Va Innovatsiyalar Milliy Ilmiy-Tadqiqot Jurnali. 2022, 2(6), 45-53. ISSN 2181-1415. | [88] Wahyuni, N., Wardana, I., Yasa, N. and Sukaatmadja, P. G., 2020. The effect of culture dimension in digitalization era on the complaint behavior in hotel industry. In: International Journal of Data and Network Science. 2020, 4(3), 245-254. ISSN 2561-8156. | [89] Yang, H., Cheung, C. and Li, W., 2022. Inter-cultural communication competency practices in the hotel industry. In: Journal of China Tourism Research. 2022, 18(1), 45-62. ISSN 1938-8160. Available at: <https://doi.org/10.1080/19388160.2020.1807432> | [90] Yekina, N. Y., 2020. Workshop on professional communication (French): Training manual (for senior students in the training area 43.03.03 „Hotel business“). Isdatelstvo Prospekt LLC. ISBN 978-5-392-31487-4. Available at: <https://doi.org/10.31085/9785392314874-2020-296> | [91] Yusof, N., Rosnan, H. and Shamsuddin, S., 2020. Through the eyes of medical tourism: Service culture in Malaysia and Thailand. In: Journal of ASIAN Behavioural Studies. 2020, 5(17), 101-113. ISSN 2289-8506. | [92] Zerouati, M. and Guettaf, F., 2019. Exploring relationship marketing practices in hotel institutions through user-generated reviews: An analysis of some TripAdvisor reviews in an Algerian hotel. In: Strategy and Management Review. 2019, 9(3), 84-104. ISSN 2170-0987.

Klíčov^é slova | **Key Words** ——— relationship marketing, service culture, communication, complaints management, importance-performance analysis, Setif, Algeria | *marketing vzťahov, kultúra služieb, komunikácia, riadenie sťažností, analýza dôležitosti a výkonnosti, Setif, Alžírsko*

JEL klasifikácia | **JEL Classification** ——— M31, L83

Résumé ——— **Zavedenie marketingu vzťahov v hodnotených hoteloch: Analýza dôležitost^í-výkonnosť v meste Setif v Alžírsku**

Na dnešnom vysoko konkurenčnom trhu ubytovacích a stravovacích služieb sa hotely čoraz viac zameriavajú na zvyšovanie spokojnosti hostí, aby si zabezpečili opakované návštevy a podporili dlhodobú lojalitu zákazníkov. Dosiahnutie tohto cieľa si vyžaduje komplexnú stratégiu. Marketing vzťahov sa stal kľúčovým prístupom pre hotelierov, ktorí sa snažia vybudovať trvalé vzťahy so svojimi hosťami. Táto štúdia hodnotí zavádzanie marketingu vzťahov v hodnotených hoteloch v alžírskom meste Setif s osobitným zameraním na jeho tri základné dimenzie: kultúru služieb, komunikáciu a riadenie sťažností. Štúdia využíva analýzu dôležitosti a výkonnosti (IPA) na posúdenie toho, ako sú tieto dimenzie implementované a vnímané v miestnom kontexte. Celkovo bolo analyzovaných 65 platných odpovedí od stálych hostí hotelov. Zo zistení vyplýva, že hoci sa v skúmaných hoteloch skutočne uplatňujú postupy marketingu vzťahov, existujú kritické oblasti, ktoré si vyžadujú zlepšenie. Štúdia zdôrazňuje potrebu venovať týmto dimenziám zvýšenú pozornosť s cieľom posilniť spokojnosť hostí, ich lojalitu a celkovú výkonnosť hotelov. Tento výskum prispieva k existujúcej literatúre o marketingu vzťahov v alžírskom sektore hotelierstva a poskytuje praktické odporúčania pre budúce zlepšenia v oblasti poskytovania služieb a vzťahov so zákazníkmi.

Kontakt na autorov | **Address** ——— Asma Boukhaoua, Adjunct Professor, Ferhat ABBAS University Setif 1, El Bez Campus, Sétif 19137, Algeria, e-mail: asma.boukhaoua@univ-setif.dz
Fares Habbache, Professor, Ferhat ABBAS University Setif 1, El Bez Campus, Sétif 19137, Algeria, e-mail: fares.habbache@univ-setif.dz
Maouahib Zerouati, Associate Professor, Ferhat ABBAS University Setif 1, El Bez Campus, Sétif 19137, Algeria, e-mail: maouahib.zerouati@univ-setif.dz

Recenzované | **Reviewed** ——— 13. March 2025 / 19. March 2025

COULD MARKETING CAUSE BRAIN ROT?

Current marketing strategies are all about capturing and holding one's attention for as long as possible. Whether it's a catchy Instagram ad, a TikTok product plug, or YouTube pre-roll content, marketers are constantly optimizing for clicks, views, and engagement. The result? The consumer brain is being bombarded by rapid-fire, highly stimulating content that has been designed to provoke and extend attention span.

Marketing taps directly into dopamine-driven behavior loops - like the ones behind social media scrolling or online shopping. Every time consumers see a targeted ad that makes them desire something, or when a sale countdown clock urges to "buy now," the brain gets a hit of dopamine. Over time, this can lead to compulsive behavior and decreased satisfaction, as harvesting additional stimuli becomes obsession.

Brands now blur the line between entertainment and advertising. Think branded TikTok videos, influencer partnerships, and sponsored memes. It is easy to lose hours consuming content that doesn't enrich or challenge (any) intellectual activity - what many refer to as "junk food for the brain." Overconsuming shallow, ad-driven media is likely to dull the cognitive edge.

Marketing has long been using psychology to shape thoughts, desires, and decisions. Techniques like FOMO (fear of missing out), urgency, emotional appeal, and social proof all nudge the behavioral intentions. Consumers are under constant threat of being subtly manipulated to lose the ability to think independently and critically.

Following a public vote of more than 37,000 people, "brain rot" was announced as the Oxford Word of the Year for 2024 by the Oxford University Press. Brain rot is a phrase that, while often used in jest or exaggeration, carries with it serious implications in both medical and cultural contexts. Literally, the term refers to degenerative neurological conditions that deteriorate brain tissue, such as Alzheimer's disease, Creutzfeldt-Jakob disease, and other forms of dementia. Figuratively, brain rot is increasingly used to describe the perceived decline in attention span, memory, and overall cognitive function attributed to the overconsumption of digital media, especially content that is short-form, overstimulating, and algorithmically tailored to maximize engagement rather than enrichment.

Algorithms behind our digital experiences often feed content that reinforces already existing beliefs or preferences, limiting exposure to diverse viewpoints and reducing the likelihood of meaningful cognitive challenge. In this echo chamber, the brain is not being exercised but rather lulled into a passive hibernate state - one that is more susceptible to misinformation and less capable of analytical thought.

Marketing tactics possibly causing brain rot prefer passive consumption over active engagement. They promote impulsive behaviors rather than critical thinking. They may easily cause information overload, making it harder to filter signal from noise. Driving constant stimulation and leaving no space for boredom, reflection or

focus could lead to unnecessary stimulation and impulsive buying behaviors, which are unlikely to cause long-term customer satisfaction and loyalty.

Brain rot now often refers to the cognitive fog that people claim to feel after hours of scrolling through TikTok, binge-watching television shows, or immersing themselves in social media. While the symptoms are not as dire as a degenerative disease, the phenomenon has raised real concerns among psychologists and educators alike.

Our increasingly digital lifestyles are reshaping the way we think, learn, and interact. The average person consumes more content in a single day than previous generations might have encountered in a week or even a month. With constant influx of information comes an overload of stimuli such as bright colors, fast cuts, sound effects, or autoplay videos. All carefully engineered to hold attention for as long as possible. But the result may be a brain that is overstimulated, fatigued, and less able to focus. Excessive screen time can affect areas of the brain associated with emotional regulation, decision-making, and self-control. Constant distractions can reduce productivity, disrupt sleep, and/or contribute to anxiety and depression.

There are concrete steps individuals may take to combat social media-induced brain rot. Cultivating healthier media habits such as limiting time spent on social media, prioritizing long-form content like books or in-depth articles, engaging in activities that require sustained attention (such as playing a musical instrument or learning a new language), and creating intentional "offline" time for reflection and real-world interaction.

Educators, too, have a role to play in helping students develop digital literacy and critical thinking skills, so they are better equipped to navigate the modern media landscape. Governments and tech companies also bear responsibility for ensuring that digital environments are not designed solely to exploit human psychology for profit but can instead be shaped to support well-being and intellectual growth.

While the phrase "brain rot" may be dramatic, it reflects a growing awareness of the ways our brains are under siege from the overconsumption of empty digital content. Marketers could be part of the solution instead of the problem just as well. What if marketers start thinking of attention as a gift rather than a resource to exploit? Brands that respect their customers' brain (or simply their basic intellectual capacity) can stand out in a marketplace populated with mental junk food.

Résumé — Může marketing způsobit rozklad mozku?

I když je výraz jako rozklad nebo hniloba mozku zněj dramaticky, odráží rostoucí povědomí o tom, jak jsou naše mozkové závitky obrušovány nadměrnou konzumací prázdného a plytkého digitálního obsahu. Možná i kvůli tomu byl anglický výraz "brain rot" zvolen slovem roku 2024. Značky, které respektují základní intelektuální svěbytnost svých zákazníků mohou vyniknout na trhu zaplněném mentálním balastem. Pokud marketéři začnou přemýšlet o zachycování a udržování pozornosti zákazníků jako o výsadě, a ne jako o (bezplatném) zdroji, mohlo by se změnit celé marketingové prostředí a možná i zvýšit jednotková účinnost kampaní.

Kontakt na autorov | Address — doc. Ing. Pavel Štrach, Ph.D., Ph.D., Škoda Auto University, Marketing and Management Department, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: pavel.strach@savs.cz

SÚŤAŽ EFFIE AWARDS SLOVAKIA 2024 MÁ VÍŤAZOV



Porota zložená zo 69 odborníkov na reklamu a marketingových špecialistov ocenila najefektívnejšie práce reklamných kampaní minulého roka. Klub reklamných agentúr Slovenskej republiky (KRAS) je organizátorom a odborným garantom súťaže EFFIE AWARDS Slovakia.

Odovzdanie cien sa uskutočnilo v piatok 31. januára v priestoroch Edison Parku. Do aktuálneho ročníka súťaže sa prihlásilo 47 prác, 28 z nich vybrala na shortlist porota 1. kola pod vedením Dáše Juríkovej Brand HUB Director zo Slovenskej sporiteľne. Z nich napokon spolu s porotou 2. kola vybrali 15 kampaní, ktoré ocenili zlatými, striebornými a bronzovými oceneniami EFFIE. Súťažilo sa v dvoch hlavných kategóriách: EFFIE for Business a EFFIE for Good.

V hlavnej kategórii EFFIE for Business boli udelené nasledujúce ocenenia: V kategórii Corporate Reputation si bronz odniesla kampaň Bohovská robota v PSS od prihlasovateľov Istropolitany Ogilvy a Prvej stavebnej sporiteľne. V kategórii Instant Impact porota ocenila zlatou trofejou kampaň Legendárne slovenské osvieženie od This Is Locco a Heinekenu Slovensko. Striebro získali dve kampane: Neminiem od Zaraguzi a Slovenskej sporiteľne a kampaň Rajo Laktofree – Chuť beztiaže od TRIADu a Raja. V kategórii Media Strategy & Idea bronz získala kampaň Index prosperity – Rátame s budúcnosťou od Divina, Ateliéra Pútnici a Slovenskej sporiteľne. V kategórii Partnership & Sponsorship si zlato odniesla kampaň Nezomri taška od This is Locco, GROOW DIGITAL a Mr. MAX. Striebro patrí kampani Jama Levova od Wave-makera, Markízy Slovakia, Zaraguzi a Slovenskej sporiteľne. V kategórii Sustained Success porota udelila striebro kampani Koncept Sova od MUW Saatchi & Saatchi a ČSOB. V kategórii Brand Purpose / Brand Building bolo udelené zlato kampani SWIPE – kampaň podľa mladých od MUW Saatchi & Saatchi a Slovak Telekomu. Súčasne boli udelené dve strieborné ocenenia: Dotyky láske pristanú od Wiktor Leo Burnett a Kofoly a kampani Aj keď sú na mobile, stále sú to deti od TRIADu, ZenithMedia a O2.

V hlavnej kategórii EFFIE for Good boli udelené tieto ocenenia: V kategórii Brands – ESG projekty komerčných značiek boli udelené dve zlaté ocenenia: Influencérky od Made by Vaculik, Essence Mediacom Slovakia a Orange Slovensko a kampani Menštruačné šaty od Istropolitana Ogilvy a TESCO STORES. Bronz patrí kampani Keď Telekom volá o pomoc od MUW Saatchi & Saatchi a Slovak Telekomu. V kategórii Non-profit – komunikácia tretieho sektora bolo udelené strieborné ocenenie kampani Destinácia domov od Respect APP, Yolka Udičová, SKPR Strategies a Úsmevu ako dar.

Okrem ocenení reklamných kampaní v jednotlivých kategóriách boli vyhlásené aj najvýznamnejšie tituly včera. Agentúrou roka 2024 sa stala This Is Locco. Marketérom roka 2024 sa stal Martin Gärtner z Kauflandu.

Kampane ocenené zlatou EFFIE získavajú možnosť ďalej súťažiť v nadnárodnom formáte EFFIE BEST of the BEST a v konkurencii prác z celého sveta. Bližšie informácie je možné nájsť na: <https://effie2024.sk>.

ČESI A REKLAMA 2025

Česká marketingová společnost vydala tlačovou správu, ktorá obsahuje výsledky pravidelného prieskumu zameraného na postoje českej verejnosti k reklame. Zadávateľom výskumu bola Česká marketingová společnost (ČMS), POPAI CE, České sdružení pro značkové výrobky (ČSZV) a společnost DAGO. Prieskum realizovala výskumná agentúra ppm factum research. Zber dát bol realizovaný v období 17. – 23. januára 2025 na vzorke 1000 respondentov. Tento rok išlo už o 42. vlnu prieskumu. Tento projekt založila v roku 1993 docentka PhDr. Jitka Vysekalová, PhD. Výsledky tohtoročného prieskumu boli prezentované na podujatí Číše vína, ktoré sa konalo 27. marca 2025.

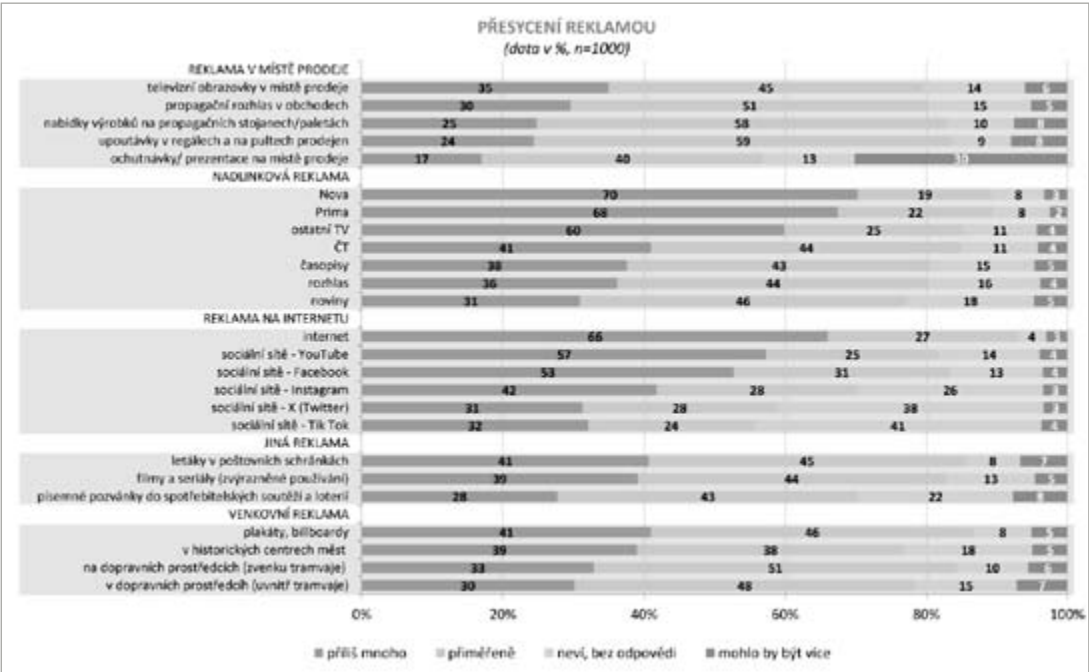
Prezident Českej marketingovej spoločnosti Tomáš David sa o projekte vyjadril: „Hlavní přínos tohoto projektu spočívá v dlouhodobé časové řadě, kterou jednotlivá šetření představují. Nepřetržitá kontinuita již od roku 1993 je naprosto jedinečná. Umožňuje sledovat dlouhodobý vývoj trendů ve vnímání reklamy.“

V ďalšom texte uvádzame vybrané zistenia, ktoré nám v podobe grafov poskytla ČMS.

Výskum sa zameriava na tieto témy a pokúša sa odpovedať na tieto otázky:

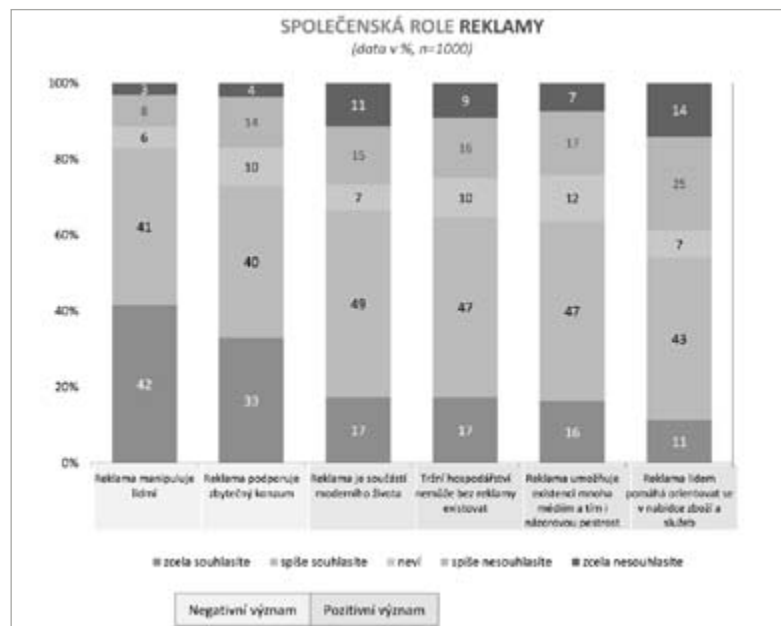
- | Menia sa postoje ľudí k intenzite reklamy v jednotlivých médiách? Ako vnímajú množstvo reklamy na internete a sociálnych sieťach?
- | Kde je ešte priestor pre reklamu, kde by ju aspoň časť populácie viac uvítala?
- | Je reklama súčasťou nášho života a je potrebná pre ekonomiku a krajinu?
- | Manipuluje reklama ľuďmi a podporuje zbytočný konzum?
- | Akú reklamu ľudia očakávajú, aké požiadavky na ňu kladú?
- | Dajú si zákazníci od reklamy poradiť pri kúpe výrobkov a priznajú to?
- | Aký má česká verejnosť názor na reklamu na lieky, cigarety a alkohol? Je to rovnaké pri pive, víne a destilátoch?
- | Akú reklamu ľudia chcú, aké má mať vlastnosti? Stále chcú, aby bola pravdivá?
- | A čo hovoria Česi na politickú reklamu? Veria jej?

Pozrime sa podrobnejšie na niektoré výstupy aktuálne k januáru 2025. ———
 Kde sú ľudia reklamou najviac presýtení? Kde zostáva ešte rezerva?

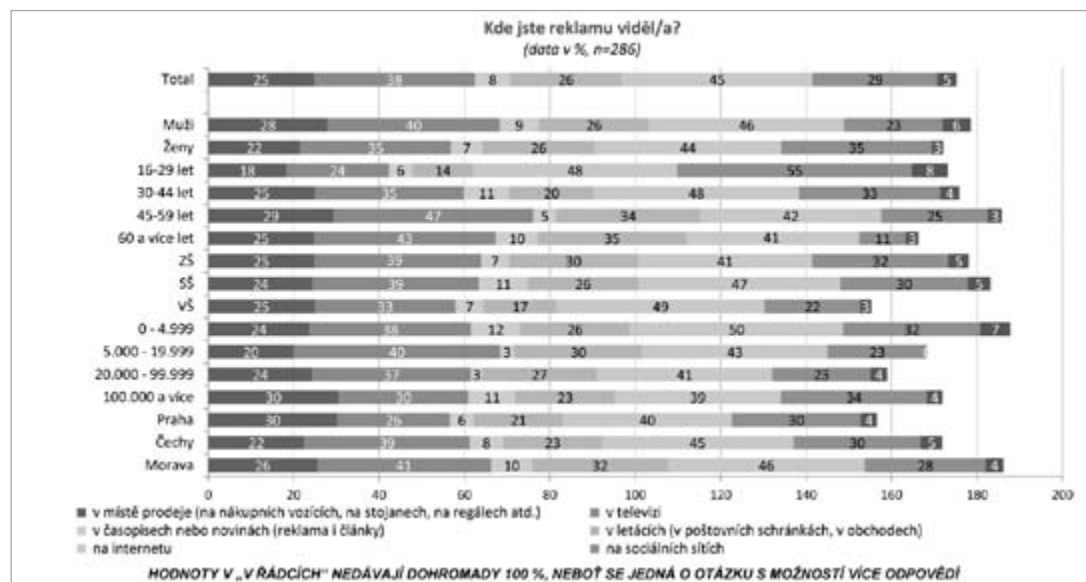


V porovnaní s minuloročným zisťovaním nedošlo k výrazným zmenám postojov respondentov. Ľudia uvádzajú, že reklamy je príliš veľa predovšetkým na televíznych obrazovkách. Nárast tohoto postoja je z 24% na 30% oproti minulému roku. Najvýznamnejšie presýtenie reklamou je zaznamenané na kanáloch Nova a Prima. Avšak v porovnaní s minuloročným výsledkom je tu pokles prílišného presýtenia zo 79% na 70% v prípade Novy a zo 77% na 68% v prípade Primy. Zaujímavosťou je, že ľudia by významne viac uvítali reklamu vo forme ochutnávok, kedy došlo k nárastu z 24% na 30% v tomto roku. Táto forma prezentácie je ľuďmi vnímaná najpozitívnejšie. Presýtenie reklamy vnímajú respondenti aj v dopravných prostriedkoch, kde sa zaznamenal nárast oproti minulému roku z 27% na 33% pri reklame z vonkajšej strany a z 25% na 30% z vnútornej strany dopravných prostriedkov. Negatívne je vnímaná aj reklama v historických centrách miest. Jej presýtenosť deklaratívne narástla z 37% na 39%.

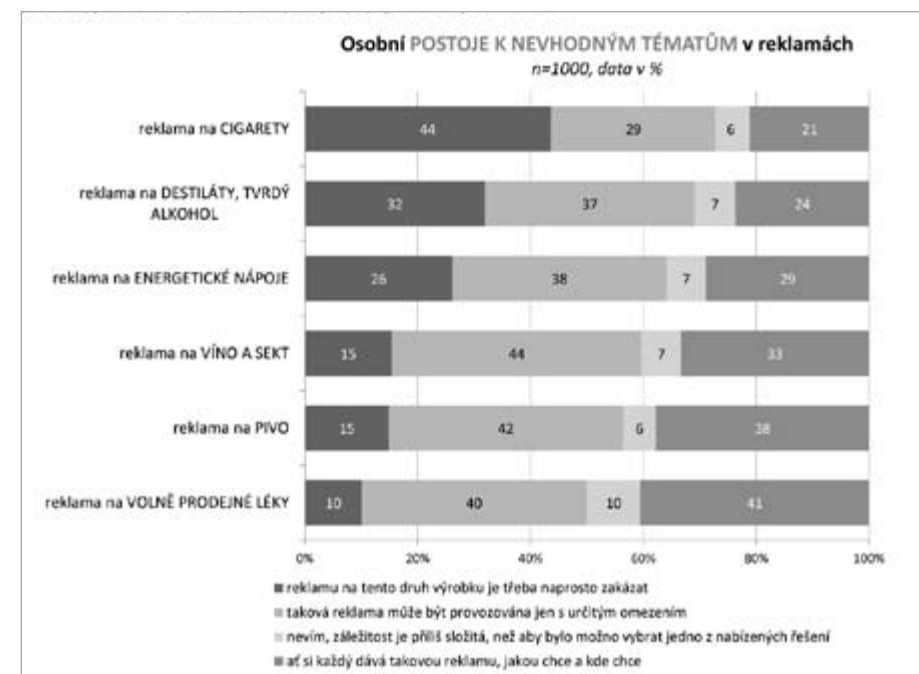
Je reklama veľkým manipulátorom? Je súčasťou nášho života?



Respondenti sa rozhodovali do akej miery súhlasia so zvoleným tvrdením. Zistilo sa, že reklama manipuluje ľuďmi, čo uviedlo 83% respondentov. Ide iba o nepatrný nárast oproti minulému roku (82%) avšak vyhranenost ľudí, že s tvrdením úplne súhlasí poklesla zo 46% na 42%. Pri tvrdení, že reklama podporuje zbytočnú spotrebu bol zaznamenaný nárast zo 70% na 73%. Respondenti sa súčasne vyjadrili, že reklama podporuje existenciu médií a názorovú pestrosť v 61% odpovedí, ide ale o pokles oproti minulému roku o 4%. 64% respondentov sa vyjadrilo, že reklama pomáha trhovému mechanizmu (2% nárast). Pri ďalších tvrdeniach boli zaznamenané minimálne rozdiely oproti minulému roku.

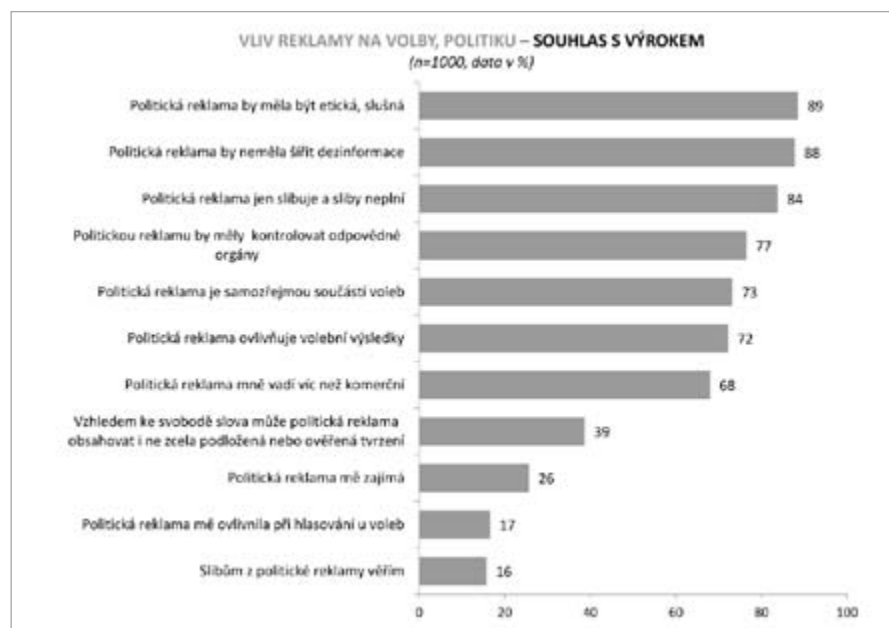


Na otázku „Pokiaľ ste si kúpili niečo na základe reklamy, kde ste túto reklamu videli?“ uvádzali respondenti najčastejšie letáky (45%), televíziu (38%) a sociálne siete (29%). Vo všeobecnosti možno konštatovať, že sú významné rozdiely vo vnímaní dôležitosti reklamného média podľa pohlavia a veku. Aktívnejšie pôsobí reklama na sociálnych sieťach na ženy (35%) oproti mužom (23%) a zasahuje podľa očakávaní predovšetkým mladšiu generáciu (55%). V letáčkach listujú a riadia sa podľa odporúčaní predovšetkým respondenti vo vekovej kategórii 30-44 rokov (48%). Reklamu v televízii uvádzali predovšetkým respondenti vo vekovej kategórii 45-59 rokov (47%).



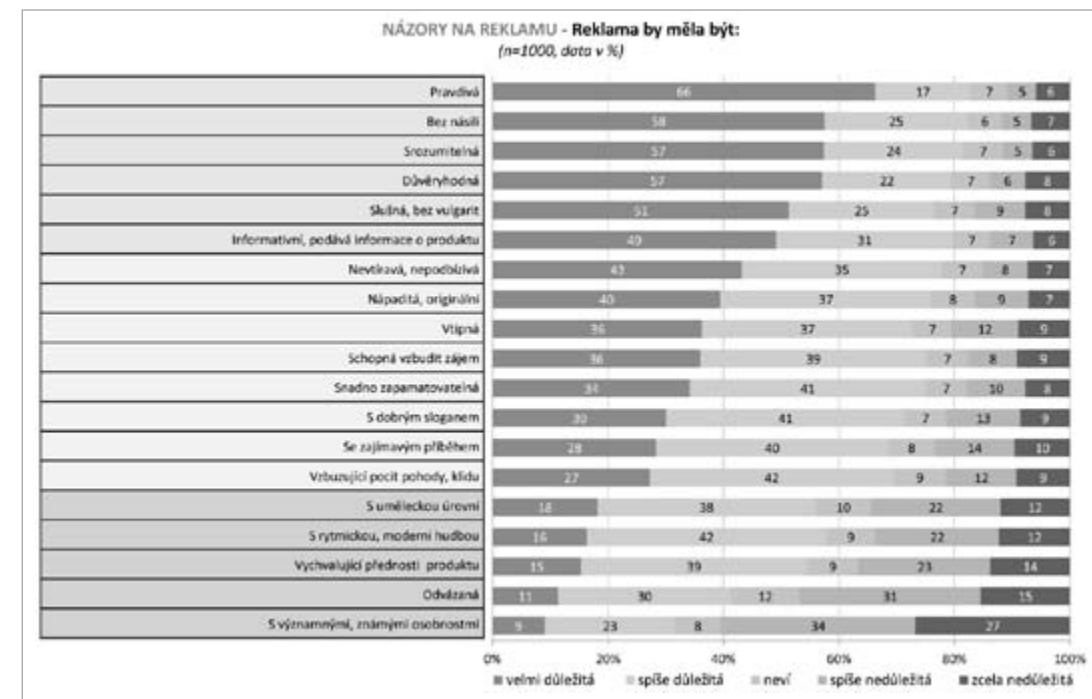
Pri zisťovaní názoru na využívanie reklamy v prípade vybraných produktových kategórií neboli zaznamenané významnejšie rozdiely oproti minulému roku. V tohtoročnom zisťovaní výskumníci zaradili na testovanie novú kategóriu, ktorou je reklama na voľne predajné lieky, keď iba 10% respondentov sa vyjadrilo, že by na tento druh výrobku bolo potrebné reklamu zakázať. Najnegatívnejší postoj mali českí respondenti voči reklame na cigarety – 44% z nich by túto reklamu zakázalo. Nasledovala reklama na destiláty a tvrdý alkohol a energetické nápoje.

Aká má byť politická reklama? Veria jej občania? Ako na nich pôsobí?



Špecifickou oblasťou je politická reklama. Väčšinou požiadavkou (89%) je, aby politická reklama bola slušná a etická. Nasleduje rovnako silné presvedčenie (88%), aby politická reklama nešírila dezinformácie. Súčasne ale sľubom z politickej reklamy verí iba 16% respondentov, čo je však oproti minulému roku nárast o 6%. Pri hlasovaní priznalo 17% respondentov, že ich ovplyvňuje, čo je porovnateľný výsledok s minulým rokom (15%). Záujem o politickú reklamu prejavilo však stále 26% respondentov.

Čo respondenti očakávajú od reklamy a ako ju charakterizujú?



Predovšetkým je to univerzálna požiadavka respondentov, aby bola reklama pravdivá (66%), bez násilia (58%), zrozumiteľná (57%), dôveryhodná (57%), bez vulgárnosti (51%) a aby dokázala poskytnúť informácie o produkte (49%). Všetko sú to podľa respondentov veľmi dôležité očakávania od reklamy. Pri porovnaní s minuloročným prieskumom nedošlo k významným zmenám. Ako úplne nedôležité je pre respondentov vystupovanie známych osobností v reklame (27%) a potom aby bola reklama odviazaná (15%).

Prieskum poskytuje cenné údaje porovnateľné za relatívne dlhé obdobie. Veľkou pridanou hodnotou je možnosť sledovať tendencie v postojoch obyvateľstva k reklame, médiám, ktoré sa pri sprostredkovaní posolstva využívajú, alebo pri komunikačných apelocho, ktoré majú zákazníka presvedčiť k nákupnému rozhodnutiu. Dostupnosť nových komunikačných kanálov a technológií sprístupňuje reklamu čoraz širšej populácii. Bude veľmi zaujímavé sledovať, ktorým smerom sa bude reklama ďalej uberať. Je to dôležité ako pre médiá, ktoré reklamu predávajú, tak aj zadávateľov, ktorí tvoria marketingové rozpočty svojich organizácií. V konečnom dôsledku však rozhodne zákazník, do akej miery bude ochotný a akou formou bude chcieť komunikovať so zadávateľmi reklamných kampaní.

DICTIONARY OF USEFUL MARKETING TERMS ◦

oil | ropa — Fluctuations in oil prices can affect transportation costs for businesses. | *Kolísanie cien ropy môže ovplyvniť náklady na dopravu pre firmy.*

oil-exporting country | krajina vyvážajúca ropu — Oil-exporting countries play a key role in global energy markets. | *Krajiny vyvážajúce ropu zohrávajú kľúčovú úlohu na globálnych energetických trhoch.*

oil industry | ropný priemysel — The oil industry is investing heavily in renewable energy alternatives. | *Ropný priemysel intenzívne investuje do alternatívnych zdrojov energie.*

oligopoly | oligopol — The telecommunications sector often operates as an oligopoly. | *Telekomunikačný sektor často funguje ako oligopol.*

oligopsony | oligopson — An oligopsony exists when a few buyers dominate the market. | *Oligopson existuje, keď niekoľko kupujúcich dominuje trhu.*

omnibus research | omnibusový výskum — Omnibus research allows multiple clients to share the cost of a survey. | *Omnibusový výskum umožňuje viacerým klientom zdieľať náklady na prieskum.*

omnichannel | omnichannel (zachováva sa anglický výraz) — Omnichannel strategies integrate online and offline customer experiences. | *Omnichannel stratégie integrujú online a offline zákaznícke zážitky.*

one | jeden — One good campaign can elevate a brand's image. | *Jedna dobrá kampaň môže pozdvihnúť imidž značky.*

one and all | všetci bez rozdielu — Welcome gifts were given to one and all at the product launch event. | *Na slávnostnom uvedení produktu boli darčeky rozdane všetkým bez rozdielu.*

one and done | jednorazová (napr. aktivita) — The campaign was designed as a one and done initiative to boost holiday sales. | *Kampaň bola navrhnutá ako jednorazová iniciatíva na podporu predaja počas sviatkov.*

one and only | jediný a výnimočný — He is the one and only ambassador of the brand in Europe. | *Je jediným a výnimočným ambasádorom značky v Európe.*

one and the same | jedno a to isté — For many consumers, the brand and the product are one and the same. | *Pre mnohých spotrebiteľov sú značka a produkt jedno a to isté.*

one another | navzájom — Team members must support one another in creative marketing projects. | *Členovia tímu sa musia pri kreatívnych marketingových projektoch navzájom podporovať.*

one-dimensional | jednodimenzionálny, jednorozmerný — The campaign was criticized for being one-dimensional and lacking emotional appeal. | *Kampaň bola kritizovaná za to, že je jednodimenzionálna a bez emocionálnej príťažlivosti.*

one-sided | jednostranný — The presentation gave a one-sided view of the competitor's market position. | *Prezentácia podala jednostranný pohľad na trhovú pozíciu konkurenta.*

one size | rovnaká veľkosť — The company launched a one size product designed for all demographics. | *Spoločnosť uviedla na trh produkt v rovnakej veľkosti určený pre všetky demografické skupiny.*

one step | jeden krok — Rebranding was just one step in their long-term strategy. | *Rebranding bol len jedným krokom v ich dlhodobej stratégii.*

one stop | všetko na jednom mieste — The website offers a one-stop solution for digital marketers. | *Webová stránka ponúka digitálnym marketérom riešenie typu všetko na jednom mieste.*

one-time order | jednorazová objednávka — The customer placed a one-time order for 500 branded mugs. | *Zákazník zadal jednorazovú objednávku na 500 hrnčiekov s logom.*

one to one | individuálny — One-to-one marketing helps build strong customer relationships. | *Individuálny marketing pomáha budovať silné vzťahy so zákazníkmi.*

online | online — Most companies now focus on online advertising to reach younger audiences. | *Väčšina spoločností sa dnes zameriava na online reklamu, aby oslovila mladšie publikum.*

open | otvorený — An open discussion about pricing strategies helped the team align their goals. | *Otvorená diskusia o cenových stratégiách pomohla tímu zjednotiť svoje ciele.*

open a can of worms | otvoriť Pandorinu skrinku/vyvolať nečakané problémy — Changing the return policy without warning opened a can of worms with loyal customers. | *Zmena reklamačnej politiky bez upozornenia otvorila Pandorinu skrinku u verných zákazníkov.*

Literatúra | List of References — [1] Cambridge Business English Dictionary. 2024. [online]. [cit. 2025-04-16]. Dostupné na: <<https://dictionary.cambridge.org>> | [2] Collins Dictionary. 2024. [online]. [cit. 2024-10-27]. Dostupné na: <<https://www.collinsdictionary.com>>

ONLINE MASTER'S DEGREE:
ANALYZING THE ACCESSIBILITY
OF INTERNATIONAL EDUCATION
IN THE PHILIPPINES - A GLOBAL
MARKETING PERSPECTIVE



EFFECTIVE MARKETING MIX OF
A MANUFACTURING COMPANY IN
THE CONTEXT OF SUSTAINABILITY
AND COMPETITIVNESS

THE ADOPTION OF RELATIONSHIP
MARKETING IN RATED HOTELS:
AN IMPORTANCE-PERFORMANCE
ANALYSIS IN SETIF, ALGERIA

COULD MARKETING CAUSE BRAIN ROT?

SÚŤAŽ EFFIE AWARDS SLOVAKIA 2024
MÁ VÍŤAZOV

ČESI A REKLAMA 2025